Policy capability framework - Individual profile: levels 3-4

**Policy capability assessment and development tool**

This template has been designed to help you and your manager, identify and assess policy capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their employees, identify policy capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate policy capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

**How to use this template**

**Section one**

**Step 1:** Consider the policy tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the policy capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational and/or strategic plan
* existing performance agreement/development plan.

**Step 2:** Read through the policy capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

**Step 3:** At your meeting, discuss and come to agreement on:

* which policy capability elements are of most importance to the job
* the current level of policy capability and
* priority areas for development.

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| **Strategic alignment** |
| **Shape and manage the development of policy options aligned to government policies and priorities and the public interest.** |
| Description for the policy practitioner | Capability elements  | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Assist in the development of policy aligned to government policies and priorities and is in the public interest.** | Understand the role and functions of the minister, cabinet, government and parliament. |  |  |  |  |  |  |  |
| Understand the role, accountabilities and obligations of Western Australian public sector employees. |  |  |  |  |  |  |  |
| Develop an understanding of the processes and principles involved in policy development such as circulars, cabinet and parliamentary procedures, Executive Council guidelines and regulatory guidelines and know which to use and when. |  |  |  |  |  |  |  |
| Develop an understanding of existing legislation, political framework and policy. |  |  |  |  |  |  |  |
| Understand the government’s current priorities and how they affect policy development and support the development of a policy agenda or framework. |  |  |  |  |  |  |  |
| Develop an understanding of relevant subject matter and an awareness of issues for relevant stakeholders in industry or community. |  |  |  |  |  |  |  |
| Work with internal and external stakeholders to understand the risks and impacts of policy changes. |  |  |  |  |  |  |  |
| Identify and use relevant, authoritative evidence sources and new approaches or ideas and provide briefings that set out the issues clearly. |  |  |  |  |  |  |  |
| Include experiences of the policy in practice in the evidence base including strengths and weaknesses of current and previous policy. |  |  |  |  |  |  |  |
| Assist in the interpretation of the public interest parameters in the development of public policy. |  |  |  |  |  |  |  |
| Understand and appreciate issues as they apply to the agency. |  |  |  |  |  |  |  |
| **Comments** |
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| **Critical thinking**  |
| **Develop responsive, innovative, evidenced-based, practical policy and programs that deliver desired outcomes and value for money.** |
| Description for the policy practitioner | Capability elements  | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Research and gather evidence to develop policy options and understand the importance of evidence-based policy, the need for innovation and value for money.** | Understand different research methodologies and the data sets available or required to assist with gathering evidence for developing policy options. |  |  |  |  |  |  |  |
| Gather relevant international and cross-jurisdictional policy precedents. Assist in the evaluation of the integrity and comparability of data. |  |  |  |  |  |  |  |
| Understand the need to consider the broader political, economic, ecological, social and technical environment for developing policy options. |  |  |  |  |  |  |  |
| Understand the need to use recognised policy analysis techniques in formulating policy options including cost benefit analysis, social impact, environmental cost and value for money. |  |  |  |  |  |  |  |
| Understand that different options may have different levels of viability and that policy benefits need to be aligned with departmental objectives. |  |  |  |  |  |  |  |
| Incorporate evidence of front-line delivery in options development. Understand the importance of front-line and customer experiences in policy development. |  |  |  |  |  |  |  |
| **Comments** |
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| **Communication and engagement** |
| **Build and manage productive and effective relationships and partnerships that engage stakeholders.** |
| Description for the policy practitioner | Capability elements  | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Understand the need for** **stakeholder engagement and effective communication**. | Identify appropriate contacts and networks. Build relationships with internal and external stakeholders. |  |  |  |  |  |  |  |
| Undertake consultation with staff involved in program delivery to understand issues and identify options. |  |  |  |  |  |  |  |
| Assist in the development of clear and concise communication materials (oral and written). Ensure that communication is appropriately targeted to the audience. |  |  |  |  |  |  |  |
| Provide support for briefings (oral and written). Summarise information and evidence. Prepare meeting notes and schedules. |  |  |  |  |  |  |  |
| Understand the sensitivities and diversity of the target audience and the policy position.Use communication skills such as listening and checking appropriately. |  |  |  |  |  |  |  |
| Research and support the use of appropriate communication techniques, products and media. |  |  |  |  |  |  |  |
| Analyse consultation feedback and provide the rationale for selection of the preferred policy option using evidence to respond to enquiries. |  |  |  |  |  |  |  |
| Support the decision making process by anticipating and responding to requests for information from stakeholders. |  |  |  |  |  |  |  |
| Understand how the selected option will work in practice. Capture consultation feedback.Respond effectively and efficiently to enquiries from delivery partners and the front-line. |  |  |  |  |  |  |  |
| **Comments** |
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| **Implementation and evaluation**  |
| **Manage policy implementation and ensure ongoing monitoring and evaluation of policy performance to deliver desired outcomes.** |
| Description for the policy practitioner | Capability elements  | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Support policy implementation and ongoing monitoring and evaluation of policy performance.** | Assist with project planning, project management, delivery and contracts to achieve policy outcomes. |  |  |  |  |  |  |  |
| Understand the importance of policy monitoring and evaluation. Research and gather evidence of policy effectiveness and performance. |  |  |  |  |  |  |  |
| Understand how working with delivery partners improves policy in practice. Understand front-line experiences of the policy in practice. |  |  |  |  |  |  |  |
| Assist with environmental scanning to support ongoing monitoring and evaluation of policy effectiveness and performance. |  |  |  |  |  |  |  |
| Understand the need to develop relationships with policy professionals. Understand the need for ongoing improvements in policy science and management. |  |  |  |  |  |  |  |
| **Comments** |
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Policy capability framework - Individual profile: levels 4-6

**Policy capability assessment and development tool**

This template has been designed to help you and your manager, identify and assess policy capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their employees, identify policy capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate policy capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

**How to use this template**

**Section one**

**Step 1:** Consider the policy tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the policy capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational and/or strategic plan
* existing performance agreement/development plan.

**Step 2:** Read through the policy capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

**Step 3:** At your meeting, discuss and come to agreement on:

* which policy capability elements are of most importance to the job
* the current level of policy capability and
* priority areas for development.

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| **Strategic alignment** |
| **Shape and manage the development of policy options aligned to government policies and priorities and the public interest.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Contribute to the development of policy options that are aligned to government policies and priorities and are in the public interest.** | Understand and can apply knowledge of government and its components. Contribute to policy development. |  |  |  |  |  |  |  |
| Understand the role, accountabilities and obligations of public sector employees. |  |  |  |  |  |  |  |
| Interpret and use processes and principles involved in policy development such as circulars, cabinet and parliamentary procedures, Executive Council guidelines and regulatory guidelines. |  |  |  |  |  |  |  |
| Understand the political framework and interpret existing legislation and policy. |  |  |  |  |  |  |  |
| Understand the policy agenda from government, industry, community and agency perspectives. Contribute to the development of a policy agenda or framework. |  |  |  |  |  |  |  |
| Know the relevant subject matter and have an awareness of issues for their relevant stakeholders in industry or community. |  |  |  |  |  |  |  |
| Consult with stakeholders and evaluate the potential risks and impacts of policy change (both qualitative and quantitative) on stakeholders, community, agency and government as a whole. |  |  |  |  |  |  |  |
| Use relevant and reliable evidence from a range of sources to support or challenge the desired policy change and justify priorities with clear evidence-based arguments. |  |  |  |  |  |  |  |
| Demonstrate an understanding of front-line delivery or implementation. Investigate effective front- line approaches and new ideas that bring sustainable benefits or long-term behavioural change. |  |  |  |  |  |  |  |
| Research and interpret the public interest parameters in the development of public policy. |  |  |  |  |  |  |  |
| Understand and appreciate the issues from line and central agencies and whole-of-government perspectives. |  |  |  |  |  |  |  |
| **Comments** |
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| **Critical thinking**  |
| **Develop responsive, innovative, evidenced-based, practical policy and programs that deliver desired outcomes and value for money.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Develop innovative, evidence-based policy options and assess options against required outcomes and value for money.** | Understand and apply different research methodologies and the data sets (available or required) in developing policy options. Define the scope of the problem and identify whether the policy approach will achieve required outcomes. |  |  |  |  |  |  |  |
| Interpret information gathered from a variety of sources for the current policy agenda. Evaluate the integrity and comparability of data sources. Identify gaps in data sources.  |  |  |  |  |  |  |  |
| Analyse the broader political, economic, ecological, social and technical environment to ensure an appropriate research and data set is available to develop policy options. Define the scope of the problem, opportunities and success criteria. |  |  |  |  |  |  |  |
| Undertake policy analysis techniques such as cost benefit analysis, social impact, environmental cost and value for money. |  |  |  |  |  |  |  |
| Investigate the political implications of options. Understand how options are related to other policy areas and to departmental and wider government objectives. |  |  |  |  |  |  |  |
| Investigate the practical implications of options and identify delivery partners. Understand each of their roles in the delivery system and the impacts of options for stakeholders. |  |  |  |  |  |  |  |
| **Comments** |
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| **Communication and engagement** |
| **Build and manage productive and effective relationships and partnerships that engage stakeholders.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Coordinate stakeholder engagement strategies and ensure effective communication.** | Develop and maintain networks. Negotiate, mediate and collaborate with stakeholders to develop policy. |  |  |  |  |  |  |  |
| Engage with staff and stakeholders involved in program delivery to identify issues and possible options. |  |  |  |  |  |  |  |
| Develop and communicate key arguments clearly (oral and written). |  |  |  |  |  |  |  |
| Coordinate briefings, taking into account potential challenges and criticisms and other similar initiatives. Present factual information both internal and external to the agency. |  |  |  |  |  |  |  |
| Identify the sensitivities and diversity of the target audience and tailor communication appropriately. Actively listen and use nonverbal communication skills to encourage participation from others. |  |  |  |  |  |  |  |
| Use appropriate communication techniques, products and media, and understand their potential and impact. |  |  |  |  |  |  |  |
| Identify the preferred option based on reliable evidence to enable ministers to make and defend decisions. |  |  |  |  |  |  |  |
| Develop support for the preferred option by fostering relationships with stakeholders, identifying their needs and motives and address gaps in their understanding through planned communication. |  |  |  |  |  |  |  |
| Understand the legal implications for policy delivery. Adapt proposals to ensure the selected option will work in practice based on stakeholder and front-line feedback and concerns. |  |  |  |  |  |  |  |
| **Comments** |
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| **Implementation and evaluation**  |
| **Manage policy implementation and ensure ongoing monitoring and evaluation of policy performance to deliver desired outcomes.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Contribute to policy implementation, project coordination, monitoring and evaluation of policy performance.** | Coordinate and manage projects in terms of process, management and delivery towards achieving policy outcomes. |  |  |  |  |  |  |  |
| Monitor policy performance against agreed indicators. Share lessons learnt from policy evaluation. |  |  |  |  |  |  |  |
| Liaise and work with delivery partners to improve the policy in practice, identifying critical areas for attention and resolve problems effectively. |  |  |  |  |  |  |  |
| Undertake and interpret ongoing environmental scanning in the evaluation of policy effectiveness and performance. |  |  |  |  |  |  |  |
| Develop and maintain relationships with policy professionals. Contribute to ongoing improvements in policy science and management.  |  |  |  |  |  |  |  |
| **Comments** |
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Policy capability framework - Individual profile: levels 6-8

**Policy capability assessment and development tool**

This template has been designed to help you and your manager, identify and assess policy capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their employees, identify policy capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate policy capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

**How to use this template**

**Section one**

**Step 1:** Consider the policy tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the policy capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational and/or strategic plan
* existing performance agreement/development plan.

**Step 2:** Read through the policy capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

**Step 3:** At your meeting, discuss and come to agreement on:

* which policy capability elements are of most importance to the job
* the current level of policy capability and
* priority areas for development.

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| **Strategic alignment** |
| **Shape and manage the development of policy options aligned to government policies and priorities and the public interest.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Lead the development of policy options that are aligned to government policies and priorities and are in the public interest.** | Lead, develop and implement policy within the current government context. |  |  |  |  |  |  |  |
| Understand the role, accountabilities and obligations of public sector employees |  |  |  |  |  |  |  |
| Apply and work flexibly with the processes and principles involved in policy development such as circulars, cabinet and parliamentary procedures, Executive Council guidelines and regulatory guidelines. |  |  |  |  |  |  |  |
| Understand the political framework and apply existing legislation and policy within the current context. |  |  |  |  |  |  |  |
| Understand specific policy development in the context of whole-of-government priorities and the government policy agenda and contribute significantly to the direction of the policy agenda or framework. |  |  |  |  |  |  |  |
| Understand emerging trends with expert knowledge of the subject matters and related industry or community. |  |  |  |  |  |  |  |
| Manage consultation; predict risks, feasibility and expected outcomes of each policy option on industry, stakeholders and the current and future government policy agenda. Modify policy accordingly and appropriately. |  |  |  |  |  |  |  |
| Identify required policy outcomes and sources of evidence across the policy program from policy evaluation and identify issues that could affect future implementation. |  |  |  |  |  |  |  |
| Analyse the delivery system and understand different delivery options and levers available, as well as the limitations of existing delivery systems. Work with front-line and delivery partners to identify issues, ideas and approaches. |  |  |  |  |  |  |  |
| Anticipate the public interest parameters in the development of public policy and identify objectives. |  |  |  |  |  |  |  |
| Understand and be aware of cross-jurisdictional issues and directions. |  |  |  |  |  |  |  |
| **Comments** |
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| **Critical thinking**  |
| **Develop responsive, innovative, evidenced-based, practical policy and programs that deliver desired outcomes and value for money.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Lead the development of innovative, evidence-based policy options which are robust, affordable and provide value for money.** | Evaluate and apply different research methodologies and the data sets (available or required) in developing policy options. Define the scope of the problem and identify whether the policy approach will achieve required outcomes. |  |  |  |  |  |  |  |
| Review reports on literature reviews and identify applications for the policy program in question. Define the selection criteria for policy options. |  |  |  |  |  |  |  |
| Evaluate the broader political, economic, ecological, social and technical environment to ensure an appropriate research and data set is available to develop policy options including the definition of the scope of the problem, opportunities and success criteria. |  |  |  |  |  |  |  |
| Evaluate the cost effectiveness including cost benefit analysis, social impact, environmental cost and value for money of policy options. |  |  |  |  |  |  |  |
| Develop options that acknowledge the political context, interests of other stakeholders and the interrelatedness of other policies within government programs and communicate the impacts of this to ministers and senior decision makers |  |  |  |  |  |  |  |
| Provide full analysis of how options would work in practice including risk analysis. Engage the front-line to investigate the practical implications of options. |  |  |  |  |  |  |  |
| **Comments** |
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| **Communication and engagement** |
| **Build and manage productive and effective relationships and partnerships that engage stakeholders.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Understand the need for stakeholder engagement and effective communication.** | Collaborate and mediate with internal and external stakeholders to build consensus on the appropriate response to emerging issues and the development of policy. |  |  |  |  |  |  |  |
| Engage with staff and stakeholders involved in program delivery to generate and test possible options. |  |  |  |  |  |  |  |
| Articulate the benefits and costs of proposed options. Brief ministers and senior decision makers on adverse feedback and risk management issues when or if they arise. |  |  |  |  |  |  |  |
| Guide briefings and work with internal and external stakeholders to ensure they are well briefed. Build consensus where possible through negotiation, mediation and appreciation of diverse perspectives. Clearly articulate the agency’s agreed policy position. |  |  |  |  |  |  |  |
| Encourage and persuade stakeholders to support an agency’s course of action. |  |  |  |  |  |  |  |
| Evaluate and anticipate the impacts and ethical use of appropriate communication techniques, products and media within the context of government policy. |  |  |  |  |  |  |  |
| Initiate and recommend a preferred option through clear, succinct briefings using high level analysis and well thought out evidence. |  |  |  |  |  |  |  |
| Manage competing agendas from various interest groups by working collaboratively across government. Build strong relationships with partners and stakeholders. |  |  |  |  |  |  |  |
| Create innovative, practical and appropriate delivery frameworks which address front-line concerns. |  |  |  |  |  |  |  |
| **Comments** |
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| **Implementation and evaluation**  |
| **Manage policy implementation and ensure ongoing monitoring and evaluation of policy performance to deliver desired outcomes.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Guide policy implementation and ensure the ongoing monitoring and evaluation of policy performance.** | Lead and coordinate projects within budget, report on progress, manage risk and conduct process improvements to ensure policy outcomes. |  |  |  |  |  |  |  |
| Drive the monitoring of policy performance against agreed performance indicators and communicate lessons learnt for future policies and programs. |  |  |  |  |  |  |  |
| Anticipate and resolve potential delivery issues, manage policy conflicts and recommend and make changes to existing programs when necessary. |  |  |  |  |  |  |  |
| Analyse ongoing environmental scanning to review policy effectiveness and performance. Identify options for policy improvement and change. Develop relationships with policy professionals. |  |  |  |  |  |  |  |
| Contribute to ongoing improvements in policy science and management. |  |  |  |  |  |  |  |
| **Comments** |
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Policy capability framework - Individual profile: level 8and above

**Policy capability assessment and development tool**

This template has been designed to help you and your manager, identify and assess policy capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their employees, identify policy capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate policy capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

**How to use this template**

**Section one**

**Step 1:** Consider the policy tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the policy capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational and/or strategic plan
* existing performance agreement/development plan.

**Step 2:** Read through the policy capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

**Step 3:** At your meeting, discuss and come to agreement on:

* which policy capability elements are of most importance to the job
* the current level of policy capability and
* priority areas for development.

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| **Strategic alignment** |
| **Shape and manage the development of policy options aligned to government policies and priorities and the public interest.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Drive the development of robust policy consistent with whole-of-government context that meets current and future needs and is in the public interest.** | Provide overarching strategic direction on the development of legislation, regulation, and policy within the current and future government environment. |  |  |  |  |  |  |  |
| Understand the role, accountabilities and obligations of public sector employees. |  |  |  |  |  |  |  |
| Thoroughly understand, lead and influence the use of the processes and principles involved in policy development such as circulars, cabinet and parliamentary procedures, Executive Council guidelines and regulatory guidelines. |  |  |  |  |  |  |  |
| Understand the legislation, political framework and policy environment in both an agency-specific and broader whole-of-government perspective, including the strategic direction of all stakeholders. |  |  |  |  |  |  |  |
| Thoroughly understand cross-jurisdictional, whole-of-government and agency specific policy agendas, developments and influences, and apply this knowledge to achieve strategic alignment. |  |  |  |  |  |  |  |
| Shape government policy to support the strategic direction of the specific industry or community. Thoroughly understand industry trends, interrelatedness of other policy agendas and future directions. |  |  |  |  |  |  |  |
| Lead consultation, guide and manage risk and impact analyses of policy changes on own agency, other agencies, stakeholders and government. |  |  |  |  |  |  |  |
| Ensure policy options take account of wider policy drivers, the political environment and initiatives. Identify and promote links across government. Anticipate and adapt to changes in policy priorities. |  |  |  |  |  |  |  |
| Understand the full range of policy instruments and delivery options and investigate innovative approaches that ensures front-line and customer issues are embedded in policy objectives with a focus on sustainable benefits and long term behavioural change. |  |  |  |  |  |  |  |
| Outline the public interest parameters in the development of public policy and clearly establish objectives. |  |  |  |  |  |  |  |
| Demonstrate and articulate a highly-developed understanding and awareness of the political realities of the government’s policy agenda. |  |  |  |  |  |  |  |
| **Comments** |
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| **Critical thinking**  |
| **Develop responsive, innovative, evidenced-based, practical policy and programs that deliver desired outcomes and value for money.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Drive innovation and evidence-based policy in the development of policy options and ensure proposals provide value for money.** | Ensure different research methodologies and the data sets (available or required) are used in developing policy options. Define the scope of the problem and ensure the policy approach will achieve required outcomes. |  |  |  |  |  |  |  |
| Apply a whole-of-government perspective and multi-disciplinary approach to identify research and policy implications. Interpret and analyse complex information for the current and future policy agenda. |  |  |  |  |  |  |  |
| Consider the broader political, economic, ecological, social and technical environment is considered to ensure an appropriate research and data set is available to develop policy options. Define the scope of the problem, opportunities and success criteria. |  |  |  |  |  |  |  |
| Deliver cost effective policy options that deliver value for money. Identify the distributional, short and longer term impacts of proposed policy reform including social impact and environmental cost. |  |  |  |  |  |  |  |
| Anticipate political implications of options and communicate how policy options deliver or align with wider government objectives. Advise ministers on the benefits and risks of options for stakeholders and recommend a preferred course of action. |  |  |  |  |  |  |  |
| Ensure implications for the policy in practice have been fully assessed. Ensure policy options are feasible, funded, risk mitigated and will deliver required outcomes. |  |  |  |  |  |  |  |
| **Comments** |
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| **Communication and engagement** |
| **Build and manage productive and effective relationships and partnerships that engage stakeholders.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Articulate, negotiate and communicate the needs of stakeholders through productive relationships and partnerships.** | Build productive working relationships in order to engage in high level negotiation and mediation. Manage conflicts proactively. Seek agreement and mandate from government. |  |  |  |  |  |  |  |
| Ensure those responsible for program delivery have the opportunity for input to policy options. |  |  |  |  |  |  |  |
| Articulate, negotiate, mediate and communicate the agency’s policy position, policy decisions and research findings at a range of different forums. |  |  |  |  |  |  |  |
| Direct the use of appropriate communication techniques, products and media in the development and implementation of policy. |  |  |  |  |  |  |  |
| Endorse the preferred policy option and ensures that ministers have timely, relevant and reliable evidence to inform decision making. |  |  |  |  |  |  |  |
| Build support for the decision through collaborative and trusting relationships with ministers and other decision-makers. |  |  |  |  |  |  |  |
| Shape an innovative and practical delivery system. Ensure front-line customer considerations are represented in policy development. |  |  |  |  |  |  |  |
| Communicate with ministers and other key decision-makers using robust rationale, (oral and written). Ensure evidence is clear and identifies/details impacts on the customer and the front-line. |  |  |  |  |  |  |  |
| Manage the agenda and direction for briefings and meetings. Work across government, including other jurisdictions, to promote the use of robust and authoritative evidence.  |  |  |  |  |  |  |  |
| **Comments** |
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| **Implementation and evaluation**  |
| **Manage policy implementation and ensure ongoing monitoring and evaluation of policy performance to deliver desired outcomes.** |
| Description for the policy practitioner | Capability elements | Importance for role | Current level of capability | Require developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| **Deliver desired outcomes through successful policy implementation and ensure effective monitoring and evaluation of policy performance.** | Ensure programs are appropriately resourced. Direct and manage the completion of projects. Prepare advice for the minister and decision makers. |  |  |  |  |  |  |  |
| Ensure effective monitoring and evaluation of policy performance against agreed objectives and success criteria. Share learning and experiences with other programs. |  |  |  |  |  |  |  |
| Deliver policy improvements across the program and prioritise attention on critical areas of policy performance. |  |  |  |  |  |  |  |
| Ensure the evaluation of policy effectiveness and performance is supported by ongoing research and evidence. Ensure any reshaping and refining of policy is supported by ongoing research and evidence. |  |  |  |  |  |  |  |
| Lead the development of relationships with policy professionals. Shape improvements in policy science and management. |  |  |  |  |  |  |  |
| **Comments** |
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