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Disclaimer: While every attempt is made to ensure the accuracy, currency and reliability of the information in this publication, changes in circumstances over time may impact on the veracity of the information.

The framework

The framework identifies and defines four interrelated core capabilities designed to build the capabilities of policy officers and the policy function.

These are:

* Strategic alignment
* Critical thinking
* Communication and engagement
* Policy implementation and evaluation

The framework is based on national and international research.

It complements the public sector’s capability frameworks, Capability profile: levels 1–6 and the Leadership capability profiles (level 7 to class 4).

The capabilities are as applicable to a policy specialist as they are to a generalist. This publication provides:

* a view of the capabilities and their application to the policy function
* individual and comparative views of the capabilities and their application for policy practitioners at all levels.

The policy function

The framework provides a whole-of-public sector perspective of the capabilities for the policy function.

At a high level, it defines the capabilities that the policy function must develop if it is to be recognised as a source of expertise and guidance to the public sector.

This view is composed of:

* a capability title
* a description that clarifies the objective of the policy function
* the elements that must be met by the policy function to demonstrate the achievement of that capability and its objective.

# How to read the policy function view

|  |  |  |
| --- | --- | --- |
| The capability title |  | Strategic alignment |
| The capability description for the policy function |  | Shape and manage the development of policy options aligned to government policies and priorities and the public interest. |
| The capability elements for the policy function |  | Understand and operate within the government context and environment. |
|  | Understand the role, accountabilities and obligations of WA public sector employees. |
|  | Understand and utilise whole-of-government processes and principles involved in policy development. |

# The policy function

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic alignment | Critical thinking | Communication and engagement | Policy implementation and evaluation |
| Shape and manage the development of policy options aligned to government policies and priorities and the public interest. | Develop responsive, innovative, evidenced-based, practical policy and programs that deliver desired outcomes and value for money. | Build and manage productive and effective relationships and partnerships that engage stakeholders. | Manage policy implementation and ensure ongoing monitoring and evaluation of policy performance to deliver desired outcomes. |
| Understand and operate within the government context and environment. | Understand and apply research methodologies to scope the policy issues and develop policy options. | Build productive working relationships and develop trust with stakeholders. | Apply project management principles to ensure policy implementation and desired outcomes are delivered within key milestones and targets. |
| Understand the role, accountabilities and obligations of public sector employees. | Monitor and analyse external and internal research to identify policy options. | Ensure those responsible for program delivery have the opportunity for input to policy options. | Analyse and evaluate policy performance to identify successes or weaknesses to ensure ongoing progress. |
| Understand and utilise whole-of- government processes and principles involved in policy development. | Evaluate broad environmental factors to ensure appropriate research is undertaken and data sets are available for the development of policy initiatives. | Clearly articulate key arguments based on sound analysis of evidence to identify benefits, costs and impacts of policy options. | Work with program deliverers to identify and resolve potential delivery issues and implement policy improvements. |
| Understand the existing legislation, political framework and policy environment and work flexibly within it. | Understand and use sound analytical processes to assess value for money as well as societal and environmental policy initiatives. | Ensure communication strategies are managed to keep stakeholders well briefed. | Continuously re-evaluate the policy’s performance and environment to reshape, adapt and refine policy support. |
| Understand the policy agenda or framework from multiple perspectives and jurisdictions and apply this knowledge to achieve strategic alignment. | Consider political implications and stakeholder interests when providing recommendations for policy initiatives. | Build stakeholder consensus through appreciating diverse perspectives and using appropriate communication, negotiation and mediation skills. | Establish and maintain relationships with policy professionals. Contribute to ongoing improvements in policy science and management. |
| Identify stakeholder issues, industry trends and the interrelatedness of other policy agendas which may influence future policy developments. | Provide analysis of how options will work in practice to assess feasibility, resourcing and risk mitigation to deliver desired outcomes. | Identify and use appropriate communication and media tools in the development and implementation of policy. |  |
| Actively consult and engage with stakeholders on government policy strategies to manage risk and identify options. |  | Ensure ministers and decision makers have timely, relevant and reliable evidence to inform decision making and support rationale. |  |
| Use reliable information and sound reasoning to support evidence-based policy options that can adapt to changes in priorities. |  | Identify collaborative opportunities to enhance the support for the outcome and delivery of the policy. |  |
| Ensure the development of policy options that incorporate full consideration of implementation and front-line delivery. |  | Shape innovative, practical and appropriate policy delivery frameworks through stakeholder feedback and engagement. |  |
| Understand the public interest parameters in the development of public policy. |  |  |  |
| Understand and operate within agency and whole-of-government strategic policy direction. |  |  |  |

The policy practitioner

The policy function capabilities are the basis on which the capabilities of the policy practitioner are defined.

Each of the policy function capabilities is mapped to various levels to detail the capabilities required of the individual policy officer.

The individual profile is not a job classification tool—it allows the identification of critical capabilities and development needs of individuals to effectively and efficiently fulfil their policy function role.

The policy officer capabilities do not translate directly to a particular level. They apply across a range of job levels that may require a similar range of capabilities. The levels referred

to are those of the Public Sector and Government Officers General Agreement 2011

or equivalent.

The following groupings apply:

* levels 3–4
* levels 4–6
* levels 6–8
* level 8 and above

These groupings more accurately reflect the reality of the differences in roles across agencies, accommodate agency specific requirements and business needs, and take into account that issues and challenges will vary from agency to agency and consequently from role to role.

These profiles describe the degree of activity and knowledge that should be developed in individuals in roles within each range.

A lower range activity focuses on analysis, research and providing support to the policy development process. The complexity of activity and knowledge increases with each level until it reaches the most senior policy practitioner in the organisation, who is expected

to champion innovative policy options and ensure the successful implementation of policy initiatives.

# Individual profile view

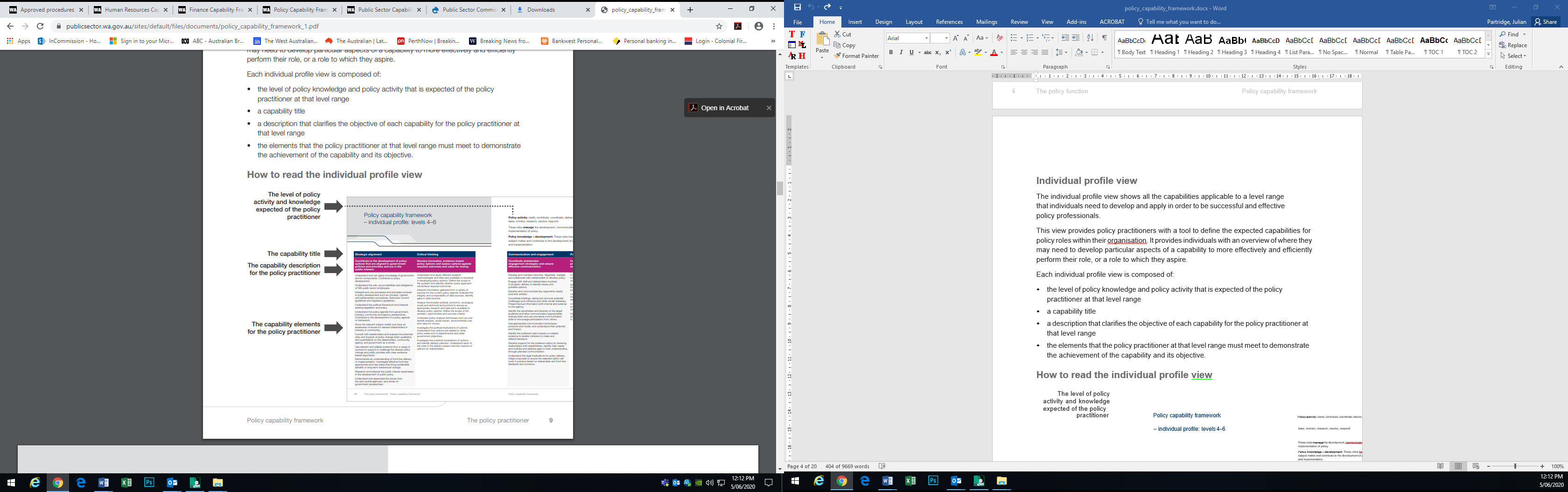
The individual profile view shows all the capabilities applicable to a level range that individuals need to develop and apply in order to be successful and effective policy professionals.

This view provides policy practitioners with a tool to define the expected capabilities for policy roles within their organisation. It provides individuals with an overview of where they may need to develop particular aspects of a capability to more effectively and efficiently perform their role, or a role to which they aspire.

Each individual profile view is composed of:

* the level of policy knowledge and policy activity that is expected of the policy practitioner at that level range
* a capability title
* a description that clarifies the objective of each capability for the policy practitioner at that level range
* the elements that the policy practitioner at that level range must meet to demonstrate the achievement of the capability and its objective.

# How to read the individual profile view



Individual profile: levels 3–4

**Policy activity:** analyse, apply, assist, disseminate, identify, investigate, present, provide, research, support, understand, undertake

These roles **assist** with research, analysis, administration and execution activities in support of the development, communication and implementation of policy.

**Policy knowledge – application:** These roles have an understanding of the principles of policy development and implementation and apply these to their activities.

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic alignment | Critical thinking | Communication and engagement | Policy implementation and evaluation |
| Assist in the development of policy aligned to government policies and priorities and is in the public interest. | 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 the need for stakeholder engagement and effective communication. | Support policy implementation and ongoing monitoring and evaluation of policy performance. |
| Understand the role and functions of the minister, cabinet, government and parliament.  Understand the role, accountabilities and obligations of 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 knows 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. | 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. | 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. | 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. |

Individual profile: levels 4–6

**Policy activity:** clarify, contribute, coordinate, deliver, develop, engage, identify, interpret, liaise, monitor, research, resolve, respond

These roles **manage** the development, communication, stakeholder engagement and implementation of policy.

**Policy knowledge – development:** These roles have a good understanding of policy subject matter and contribute to the development of policy options, coordination and implementation.

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic alignment | Critical thinking | Communication and engagement | Policy implementation and evaluation |
| Contribute to the development of policy options that are aligned to government policies and priorities and are in the public interest. | Develop innovative, evidence-based policy options and assess options against required outcomes and value for money. | Coordinate stakeholder engagement strategies and ensure effective communication. | Contribute to policy implementation, project coordination, monitoring and evaluation of policy performance. |
| 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 relevant stakeholders in industry or community.  Consult with stakeholders and evaluate the potential risks and impacts of policy change (both qualitative and quantitative) on the 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. | Understand and apply different research methodologies and data sets (available or required) in developing policy options. Define the scope of the problem and identify whether 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 the roles in the delivery system and the impacts of options for stakeholders. | 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, identify 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. | 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. |

Individual profile: levels 6–8

**Policy activity:** analyse, anticipate, collaborate, consult, create, drive, evaluate, identify, initiate, guide, monitor, motivate, negotiate, present, provide, represent, review

These roles **lead** the activities in support of the development, communication, stakeholder engagement, governance and implementation of policy.

**Policy knowledge – drive:** These roles view the policy function from a wider perspective, understand its implications for stakeholders and service delivery and can use this information to generate and test policy options.

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic alignment | Critical thinking | Communication and engagement | Policy implementation and evaluation |
| Lead the development of policy options that are aligned to government policies and priorities and are in the public interest. | Lead the development of innovative, evidence-based policy options which are robust, affordable and provide value for money. | Identify, initiates, build and manage productive and effective relationships and partnerships with stakeholders. | Guide policy implementation and ensure the ongoing monitoring and evaluation of policy performance. |
| 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 have awareness of cross- jurisdictional issues and directions.  Understand and appreciate the issues from line and central agencies, and whole-of- government perspectives. | Evaluate and apply different research methodologies and 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 interrelatedness of other policies within government programs and communicate the impacts 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. | 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. | 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, 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. |

Individual profile: level 8 and above

**Policy activity:** advise, anticipate, build, collaborate, communicate, consolidate, critique, deliver, direct, embody, ensure, guide, initiate, lead, manage, negotiate, question, represent, resolve, review, shape

These roles **drive** and **review** the policy agenda, ensuring that objective policy development and implementation deliver value through effective collaboration, communication and stakeholder management.

**Policy knowledge – embody:** These roles have a thorough understanding of the industry- specific policy agenda and strategic directions of stakeholders and use this knowledge to shape policy that delivers innovative, outcome focussed and citizen centric services.

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic alignment | Critical thinking | Communication and engagement | Policy implementation and evaluation |
| Drive the development of robust policy consistent with whole-of-government context that meets current and future needs and is in the public interest. | Drive innovation and evidence- based policy in the development of policy options and ensure proposals provide value for money. | Articulate, negotiate and communicate the needs of stakeholders through productive relationships and partnerships. | Deliver desired outcomes through successful policy implementation and ensure effective monitoring and evaluation of policy performance. |
| Provide over-arching 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 processes and principles involved in policy development, such as circulars, cabinet 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, the 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. Investigate innovative approaches that ensure front-line and customer issues are embedded in policy objectives with a focus on sustainable benefits and long term behavioural change.  Outline 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. | Ensure different research methodologies and 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 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 policy 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. | 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 ensure 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 key decision- makers using robust rationale (oral and written). Ensure evidence is clear and identify or detail 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. | 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. |

Comparative profile view

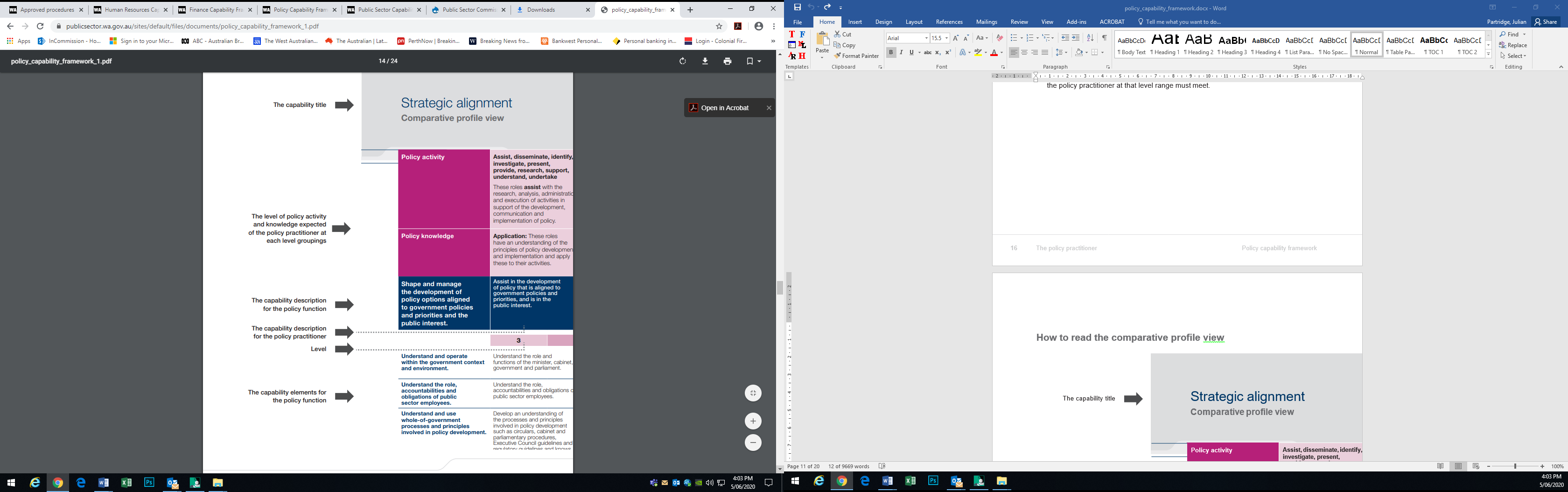
The comparative profile view provides a snapshot of each capability and all its elements as it applies to the policy practitioner. It scans across the level ranges from 3 to 8 and above to identify the changes in activity, knowledge and capability at each level.

This view is particularly useful to individuals wishing to transition to the next level of expertise.

# How to read the comparative profile view

Each comparative profile view comprises:

* the capability title (these are the same as the policy function capability titles)
* the level of policy knowledge and policy activity that is expected of the policy practitioner across the levels
* the ranges of levels from 3 to 8 and above
* a description that clarifies the objective of each capability for the policy function and, alongside that, a description for the policy practitioner at each level range
* the elements that must be met by the policy function to demonstrate the achievement of that capability and its objective, and alongside that, the corresponding elements that the policy practitioner at that level range must meet.



Strategic alignment: Comparative profile view

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Policy activity | **Assist, disseminate, identify, investigate, present, provide, research, support, understand, undertake**  These roles **assist** with the research, analysis, administration and execution of activities in support of the development, communication and implementation of policy. | | **Clarify, contribute, coordinate, deliver, develop, engage, identify, interpret, liaise, monitor, research, resolve, respond**  These roles **manage** the development, communication, stakeholder engagement and implementation of policy. | | |  | **Analyse, anticipate, collaborate, consult, create, drive, evaluate, identify, initiate, guide, monitor, motivate, negotiate, present, provide, represent, review**  These roles **lead** the activities in support of the development, communication, stakeholder engagement, governance and implementation of policy. | | | **Advise, anticipate, build, collaborate, communicate, consolidate, critique, deliver, direct, embody, ensure, guide, initiate, lead, manage, negotiate, question, represent, resolve, review, shape**  These roles **drive and review** the policy agenda, ensuring that objective policy development and implementation deliver value through effective collaboration, communication and stakeholder management. |
| Policy knowledge | **Application**: These roles have an understanding of the principles of policy development and implementation and apply these to their activities. | | **Development**: These roles have a good understanding of policy subject matter and contribute to the development of policy options, coordination and implementation. | | |  | **Drive**: These roles view the policy function from a wider perspective, understand its implications for stakeholders and service delivery and can use this information to generate and test policy options. | | | **Embody**: These roles have a thorough understanding of the industry specific policy agenda and the strategic directions of stakeholders and use this knowledge to shape policy that delivers innovative, outcome focussed and citizen centric services. |
| **Shape and manage the development of policy options aligned to government policies and priorities and the public interest.** | Assist in the development of policy that is aligned to government policies and priorities, and is in the public interest. | | Contribute to the development of policy options that are aligned to government policies and priorities, and are in the public interest. | | |  | Lead the development of policy options that are aligned to government policies and priorities, and are in the public interest. | | | Drive the development of robust policy consistent with whole-of-government context that meets current and future needs, and is in the public interest. |
|  |  | |  | | |  |  | | |  |
|  | 3 | 4 | | 5 | 6 | | | 7 | 8+ | |
|  |  | |  | | |  |  | | |  |
| Understand and operate within the government context and environment. | Understand the role and functions of the minister, cabinet, government and parliament. | | Understand and apply knowledge of government and its components. Contribute to policy development. | | |  | Lead, develop and implement policy within the current government context. | | | Provide over-arching 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. | Understand the role, accountabilities and obligations of public sector employees. | | Understand the role, accountabilities and obligations of public sector employees. | | |  | Understand the role, accountabilities and obligations of public sector employees. | | | Understand the role, accountabilities and obligations of public sector employees. |
| Understand and use  whole-of-government processes and principles involved in policy development. | 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 knows which to use and when. | | Interpret and use processes and principles involved in policy development such as circulars, cabinet and parliamentary procedures, Executive Council guidelines and regulatory guidelines. | | |  | 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. | | | Thoroughly understand, lead and influence the use of processes and principles involved in policy development, such as circulars, cabinet and parliamentary procedures, Executive Council guidelines and regulatory guidelines. |
| Understand the existing legislation, political framework and policy environment, and work flexibly within it. | Develop an understanding of existing legislation, political framework and policy. | | Understand the political framework and interpret existing legislation and policy. | | |  | Understand the political framework and apply existing legislation and policy within the current context. | | | 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. |

Strategic alignment: Comparative profile view continued

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 3 | 4 | | 5 | 6 | | | 7 | 8+ | |
|  |  | |  | | |  |  | | |  |
| Understand the policy agenda or framework from multiple perspectives and jurisdictions and apply this knowledge to achieve strategic alignment. | Understand the government’s current priorities and how they affect policy development and support the development of a policy agenda or framework. | | Understand the policy agenda from government, industry, community and agency perspectives. Contribute to the development of a policy agenda or framework. | | |  | Understand specific policy development in the context of whole-of-government priorities and the government policy agenda. Contribute significantly to the direction of the policy agenda or framework. | | | Thoroughly understand cross-jurisdictional, whole-of-government and agency specific policy agendas, developments and influences, and apply this knowledge to achieve strategic alignment. |
| Identify stakeholder issues, industry trends and the interrelatedness of other policy agendas which may influence future policy developments. | Develop an understanding of relevant subject matter and an awareness of issues for relevant stakeholders in industry or community. | | Know the relevant subject matter and have an awareness of issues for relevant stakeholders in industry or community. | | |  | Understand emerging trends with expert knowledge of the subject matters and related industry or community. | | | Shape government policy to support the strategic direction of the specific industry or community. Thoroughly understand industry trends, the interrelatedness of other policy agendas and future directions. |
| Actively consult and engage with stakeholders on government policy strategies to manage risk and identify options. | Work with internal and external stakeholders to understand the risks and impacts of policy changes. | | Consult with stakeholders and evaluate the potential risks and impacts of policy change (both qualitative and quantitative) on stakeholders, the community, the agency and the government as a whole. | | |  | Manage consultation; predict risks, feasibility and expected outcomes of each policy option on industry, stakeholders and the current and future government policy agenda, and modify policy accordingly and appropriately. | | | Lead consultation, guide and manage risk and impact analyses of policy changes on own agency, other agencies, stakeholders and government. |
| Use reliable information and sound reasoning to support evidence-based policy options that can adapt to changes in priorities. | Identify and use relevant, authoritative evidence sources and new approaches or ideas, and provide briefings that set issues out clearly. | | 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. | | |  | Identify required policy outcomes and sources of evidence across the policy program from policy evaluation and identify issues that could affect future implementation. | | | 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. |
| Ensure the development of policy options incorporates full consideration of implementation and front-line delivery. | Include experiences of the policy in practice in the evidence base including strengths and weaknesses of current and previous policy. | | 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. | | |  | 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. | | | Understand the full range of policy instruments and delivery options available. Investigate innovative approaches that ensure front-line and customer issues are embedded in policy objectives with a focus on sustainable benefits and long term behavioural change. |
| Understand the public interest parameters in the development of public policy. | Assist in the interpretation of the public interest parameters in the development of public policy. | | Research and interpret the public interest parameters in the development of public policy. | | |  | Anticipate the public interest parameters in the development of public policy and identify objectives. | | | Outline public interest parameters in the development of public policy and clearly establish objectives. |
| Understand and operate within agency and whole-of-government strategic policy direction. | Understand and appreciate issues as they apply to the agency. | | Understand and appreciate the issues from line, central agency and whole-of-government perspectives. | | |  | Understand and have awareness of cross-jurisdictional issues and directions. | | | Demonstrate and articulate a highly developed understanding and awareness of the political realities of the government’s policy agenda. |

Critical thinking: Comparative profile view

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| **Policy activity** | **Assist, disseminate, identify, investigate, present, provide, research, support, understand, undertake**  These roles **assist** with the research, analysis, administration and execution of activities in support of the development, communication and implementation of policy. | | **Clarify, contribute, coordinate, deliver, develop, engage, identify, interpret, liaise, monitor, research, resolve, respond**  These **roles** manage the development, communication, stakeholder engagement and implementation of policy. | | |  | **Analyse, anticipate, collaborate, consult, create, drive, evaluate, identify, initiate, guide, monitor, motivate, negotiate, present, provide, represent, review**  These roles **lead the activities** in support of the development, communication, stakeholder engagement, governance and implementation of policy. | | | **Advise, anticipate, build, collaborate, communicate, consolidate, critique, deliver, direct, embody, ensure, guide, initiate, lead, manage, negotiate, question, represent, resolve, review, shape**  These roles **drive and review** the policy agenda, ensuring that objective policy development and implementation deliver value through effective collaboration, communication and stakeholder management. |
| **Policy knowledge** | **Application**: These roles have an understanding of the principles of policy development and implementation and apply these to their activities. | | **Development**: These roles have a good understanding of policy subject matter and contribute to the development of policy options, coordination and implementation. | | |  | **Drive**: These roles view the policy function from a wider perspective, understand its implications for stakeholders and service delivery and can use this information to generate and test policy options. | | | **Embody**: These roles have a thorough understanding of the industry specific policy agenda and the strategic directions of stakeholders and use this knowledge to shape policy that delivers innovative, outcome focussed and citizen centric services. |
| Develop responsive, innovative, evidenced based, practical policy and programs that deliver desired outcomes and value for money. | Research and gather evidence to develop policy options and understand the importance of evidence-based policy, the need for innovation and value for money. | | Develop innovative, evidence-based policy options and assess options against required outcomes and value for money. | | |  | Lead the development of innovative,  evidence-based policy options which are  robust, affordable and provide value for money. | | | Drive innovation and evidence-based policy in the development of policy options and ensure proposals provide value for money. |
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| Understand and apply research methodologies to scope the policy issues and develop policy options. | Understand different research methodologies and the data sets available or required to assist with gathering evidence for developing policy options. | | Understand and apply different research methodologies and data sets (available or required) in developing policy options. | | |  | Evaluate and apply different research methodologies and 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. | | | Ensure different research methodologies and 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. |
| Monitor and analyse external and internal research to identify policy options. | Gather relevant international and cross-jurisdictional policy precedents. Assist in the evaluation of the integrity and comparability of data. | | 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. | | |  | Review reports on literature reviews and identify applications for the policy program in question. Define the selection criteria for policy options. | | | 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. |
| Evaluate broad environmental factors to ensure appropriate research is undertaken and data sets are available for the development of policy initiatives. | Understand the need to consider the broader political, economic, ecological, social and technical environment for developing policy options. | | 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. | | |  | 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. | | | Consider 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. |

Critical thinking: Comparative profile view continued

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| Understand and use sound analytical processes to assess value for money as well as societal and environmental impact of policy initiatives. | 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. | | Undertake policy analysis techniques such as cost benefit analysis, social impact, environmental cost and value for money. | | |  | Evaluate the cost effectiveness, including cost benefit analysis, social impact, environmental cost and value for money, of policy options. | | | Deliver cost effective policy options that provide value for money. Identify the distributional, short and longer term impacts of proposed policy reform, including social impact and environmental cost. |
| Consider political implications and stakeholder interests when providing recommendations for policy initiatives. | Understand that different options may have different levels of viability and that policy benefits need to be aligned with departmental objectives. | | Investigate the political implications of options. Understand how options are related to other policy areas and to departmental and wider government objectives. | | |  | Develop options that acknowledge the political context, interests of other stakeholders and interrelatedness of other policies within government programs, and communicate the impacts to ministers and senior decision makers. | | | 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 policy options for stakeholders, and recommend a preferred course of action. |
| Provide analysis of how options will work in practice to assess feasibility, resourcing and risk mitigation to deliver desired outcomes. | Incorporate evidence of front-line delivery in options development. Understand the importance of front-line and customer experiences in policy development. | | Investigate the practical implications of options and identify delivery partners. Understand each of the roles in the delivery system, and the impacts of options for stakeholders. | | |  | Provide full analysis of how options would work in practice, including risk analysis. Engage the front-line to investigate the practical implications of options. | | | Ensure implications for the policy in practice have been fully assessed. Ensure policy options are feasible, funded, risk mitigated and will deliver required outcomes. |

Communication and engagement: Comparative profile view

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| Policy activity | **Assist, disseminate, identify, investigate, present, provide, research, support, understand, undertake**  These roles **assist** with the research, analysis, administration and execution of activities in support of the development, communication and implementation of policy. | | **Clarify, contribute, coordinate, deliver, develop, engage, identify, interpret, liaise, monitor, research, resolve, respond**  These **roles** manage the development, communication, stakeholder engagement and implementation of policy. | | |  | **Analyse, anticipate, collaborate, consult, create, drive, evaluate, identify, initiate, guide, monitor, motivate, negotiate, present, provide, represent, review**  These roles **lead** the activities in support of the development, communication, stakeholder engagement, governance and implementation of policy. | | | **Advise, anticipate, build, collaborate, communicate, consolidate, critique, deliver, direct, embody, ensure, guide, initiate, lead, manage, negotiate, question, represent, resolve, review, shape**  These roles **drive and review** the policy agenda, ensuring that objective policy development and implementation deliver value through effective collaboration, communication and stakeholder management. |
| Policy knowledge | **Application**: These roles have an understanding of the principles of policy development and implementation, and apply these to their activities. | | **Development**: These roles have a good understanding of policy subject matter and contribute to the development of policy options, coordination and implementation. | | |  | **Drive**: These roles view the policy function from a wider perspective, understand its implications for stakeholders and service delivery and can use this information to generate and test policy options. | | | **Embody**: These roles have a thorough understanding of the industry specific policy agenda and the strategic directions of stakeholders, and use this knowledge to shape policy that delivers innovative, outcome focussed and citizen centric services. |
| Build and manage productive and effective relationships and partnerships that engage stakeholders. | Understand the need for stakeholder engagement and effective communication. | | Coordinate stakeholder engagement strategies and ensure effective communication. | | |  | Identify, initiate, build and manage productive and effective relationships and partnerships with stakeholders. | | | Articulate, negotiate and communicate the needs of stakeholders through productive relationships and partnerships. |
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| Build productive working relationships and develop trust with stakeholders. | Identify appropriate contacts and networks. Build relationships with internal and external stakeholders. | | Develop and maintain networks. Negotiate, mediate and collaborate with stakeholders to develop policy. | | |  | Collaborate and mediate with internal and external stakeholders to build consensus on the appropriate response to emerging issues and development of policy. | | | 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. | Undertake consultation with staff involved in program delivery to understand issues and identify options. | | Engage with staff and stakeholders involved in program delivery to identify issues and possible options. | | |  | Engage with staff and stakeholders involved in program delivery to generate and test possible options. | | | Ensure those responsible for program delivery have the opportunity for input to policy options. |
| Clearly articulate key arguments based on sound analysis of evidence to identify benefits, costs and impacts of policy options. | Assist in the development of clear and concise communication materials (oral and written). Ensure that communication is appropriately targeted to the audience. | | Develop and communicate key arguments clearly (oral and written). | | |  | 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. | | | Articulate, negotiate, mediate and communicate the agency’s policy position, policy decisions and research findings at a range of different forums. |

Communication and engagement: Comparative profile view continued

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| Ensure communication strategies are managed to keep stakeholders well briefed. | Provide support for briefings (oral and written). Summarise information and evidence. Prepare meeting notes and schedules. | | Coordinate briefings, taking into account potential challenges and criticisms and other similar initiatives. Present factual information both internal and external to the agency. | | |  | Guide briefings and work with internal and external stakeholders to ensure they are well briefed. | | | Direct the use of appropriate communication techniques, products and media in the development and implementation of policy. |
| Build stakeholder consensus through appreciating diverse perspectives and the use of appropriate communication, negotiation and mediation skills. | Understand the sensitivities and diversity of the target audience and policy position. Use communication skills such as listening and checking appropriately. | | 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. | | |  | 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. | | | Endorse the preferred policy option and ensure that ministers have timely, relevant and reliable evidence to inform decision making. |
| Identify and use appropriate communication and media tools in the development and implementation of policy. | Research and support the use of appropriate communication techniques, products and media. | | Use appropriate communication techniques, products and media and understand their potential and impact. | | |  | Evaluate and anticipate the impacts and ethical use of appropriate communication techniques, products and media within the context of government policy. | | | Build support for the decision through collaborative and trusting relationships with ministers and other decision makers. |
| Ensure ministers and decision makers have timely, relevant and reliable evidence to inform decision making and support rationale. | Analyse consultation feedback and provide the rationale for selection of the preferred policy option using evidence to respond to enquiries. | | Identify the preferred option based on reliable evidence to enable ministers to make and defend decisions. | | |  | Initiate and recommend a preferred option through clear, succinct briefings which use high level analysis and well thought out evidence. | | | Shape an innovative and practical delivery system. Ensure front-line customer considerations are represented in policy development. |
| Identify collaborative opportunities to enhance the support for the outcome and delivery of the policy. | Support the decision-making process by anticipating and responding to requests for information from stakeholders. | | Develop support for the preferred option by fostering relationships with stakeholders, identify their needs and motives and address gaps in their understanding through planned communication. | | |  | Manage competing agendas from various interest groups by working collaboratively across government. Build strong relationships with partners and stakeholders. | | | Communicate with ministers and key decision makers using robust rationale (oral and written). Ensure evidence is clear and identify or detail impacts on the customer and the front-line. |
| Shape innovative, practical and appropriate policy delivery frameworks through stakeholder feedback and engagement. | 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. | | 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. | | |  | Create innovative, practical and appropriate delivery frameworks which address front-line concerns. | | | Manage the agenda and direction for briefings and meetings. Work across government, including other jurisdictions, to promote the use of robust and authoritative evidence. |

Policy implementation and evaluation: Comparative profile view

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| Policy activity | **Assist, disseminate, identify, investigate, present, provide, research, support, understand, undertake**  These roles **assist** with the research, analysis, administration and execution of activities in support of the development, communication and implementation of policy. | | **Clarify, contribute, coordinate, deliver, develop, engage, identify, interpret, liaise, monitor, research, resolve, respond**  These roles **manage** the development, communication, stakeholder engagement and implementation of policy. | | |  | **Analyse, anticipate, collaborate, consult, create, drive, evaluate, identify, initiate, guide, monitor, motivate, negotiate, present, provide, represent, review**  These roles **lead** the activities in support of the development, communication, stakeholder engagement, governance and implementation of policy. | | | **Advise, anticipate, build, collaborate, communicate, consolidate, critique, deliver, direct, embody, ensure, guide, initiate, lead, manage, negotiate, question, represent, resolve, review, shape**  These roles **drive and review** the policy agenda, ensuring that objective policy development and implementation deliver value through effective collaboration, communication and stakeholder management. |
| Policy knowledge | **Application**: These roles have an understanding of the principles of policy development and implementation, and apply these to their activities. | | **Development**: These roles have a good understanding of policy subject matter and contribute to the development of policy options, coordination and implementation. | | |  | **Drive**: These roles view the policy function from a wider perspective, understand its implications for stakeholders and service delivery and can use this information to generate and test policy options. | | | **Embody**: These roles have a thorough understanding of the industry specific policy agenda and the strategic directions of stakeholders, and use this knowledge to shape policy that delivers innovative, outcome focussed and citizen centric services. |
| Manage policy implementation and ensure ongoing monitoring and evaluation of policy performance to deliver desired outcomes. | Support policy implementation and ongoing monitoring and evaluation of policy performance. | | Contribute to policy implementation, project coordination, monitoring and evaluation of policy performance. | | |  | Guide policy implementation and ensure the ongoing monitoring and evaluation of policy performance. | | | Deliver desired outcomes through successful policy implementation and ensure effective monitoring and evaluation of policy performance. |
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| Apply project management principles to ensure policy implementation and desired outcomes are delivered within key milestones and targets. | Assist with project planning, project management, delivery and contracts to achieve policy outcomes. | | Coordinate and manage projects in terms of process, management and delivery towards achieving policy outcomes | | |  | Lead and coordinate projects within budget, report on progress, manage risk and conduct process improvements to ensure policy outcomes. | | | Ensure programs are appropriately resourced. Direct and manage the completion of projects. Prepare advice for the minister and decision makers. |
| Analyse and evaluate policy performance to identify successes or weaknesses to ensure ongoing progress. | Understand the importance of policy monitoring and evaluation. Research and gather evidence of policy effectiveness and performance. | | Monitor policy performance against agreed indicators. Share lessons learnt from policy evaluation. | | |  | Drive the monitoring of policy performance against agreed performance indicators and communicate lessons learnt for future policies and programs. | | | Ensure effective monitoring and evaluation of policy performance against agreed objectives and success criteria. Share learning and experiences with other programs. |
| Work with program deliverers to identify and resolve potential delivery issues and implement policy improvements. | Understand how working with delivery partners improves policy in practice. Understand front-line experiences of the policy in practice. | | Liaise and work with delivery partners to improve the policy in practice, identify critical areas for attention and resolve problems effectively. | | |  | Anticipate and resolve potential delivery issues, manage policy conflicts, recommend and make changes to existing programs when necessary. | | | Deliver policy improvements across the program and prioritise attention on critical areas of policy performance. |

Policy implementation and evaluation: Comparative profile view continued

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| Continuously re-evaluate the policy’s performance and environment to reshape, adapt and refine policy support. | Assist with environmental scanning to support ongoing monitoring and evaluation of policy effectiveness and performance. | | Undertake and interpret ongoing environmental scanning in the evaluation of policy effectiveness and performance. | | |  | Analyse ongoing environmental scanning to review policy effectiveness and performance. Identify options for policy improvement and change. | | | 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. |
| Establish and maintain relationships with policy professionals. Contribute to ongoing improvements in policy science and management. | Understand the need to develop relationships with policy professionals. Understand the need for ongoing improvements in policy science and management. | | Develop and maintain relationships with policy professionals. Contribute to ongoing improvements in policy science and management. | | |  | Develop relationships with policy professionals. Contribute to ongoing improvements in policy science and management. | | | Lead the development of relationships with policy professionals. Shape improvements in policy science and management. |