

SFJPDPS2.5.5

Oversee policy implementation activities



Overview

Full policy implementation relies on effective teamwork between those who have devised and developed the policy and those who will operate it. Policy intentions are incorporated in the agreed policies and guide implementation plans. This unit is about how a balance must be achieved in the ownership of implementation so that policy intentions are delivered effectively while ownership of practical aspects transfers to those who will continue to deliver the policy operationally.

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Performance criteria

You must be able to:

- P1 work with operational delivery colleagues to develop programme and project specifications
- P2 support operational work to develop detail for implementation that has not been included in policy proposals
- P3 agree specific objectives and milestones for implementation
- P4 define and agree roles and responsibilities and ensure that they are clearly understood by all stakeholders
- P5 develop and use formal and informal networks that contribute to the monitoring of implementation activities
- P6 support and encourage implementation activities that contribute to the achievement of policy intentions
- P7 monitor implementation activities in partnership with operational colleagues
- P8 maintain management and financial information flows to ensure that there is early warning of any need for actions and adjustments
- P9 evaluate policy implementation results against policy intentions

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Knowledge and understanding

You need to know and understand:

- K1 specific legislation, regulation, governance and cultural requirements that relate to the nation or region to which the policy will apply
- K2 that the policy formation process involves continuous engagement and partnership with a range of stakeholders meaning that those in policy functions must coordinate and on occasions take the lead but must also constantly seek to ensure that there is full stakeholder engagement
- K3 project and programme planning and management techniques
- K4 the principles of effective teamwork and the stages of bringing a new team together
- K5 how to develop an operational plan from agreed policy proposals
- K6 why it is important to set specific objectives and milestones for a plan
- K7 how to allocate roles and responsibilities which make the most of team and individual strengths
- K8 the relative benefits of formal and informal networks to support the policy implementation process
- K9 why it is important to provide encouragement and motivation for activities that make the greatest contribution to policy intentions
- K10 how to monitor team and individual activities
- K11 how to read and interpret financial and management information

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Additional Information

Behaviours

The policy function role demands a high level of professionalism and general professional behaviour that should be taken as read. The most important behaviours that will help you achieve effective performance in this unit are:

Communicating

1. You identify the information needs of operational colleagues and present a clear message to guide the implementation specifications.
2. You adapt your presentation of information to reach all stakeholders.

Building relationships

3. You work to establish strong relationships between policy colleagues and operational colleagues.

Problem solving and decision making

4. You are prepared to make adjustments to implementation plans in response to management and financial information you have collected.

Focusing on results

5. You take personal responsibility for making implementation work.

Acting ethically

6. You prioritise actions that will protect the integrity and intentions of the policy during implementation.

Acting strategically

7. You reinforce the links between implementation actions and strategy.

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