

SFJPDPS2.5.6

Commission and oversee third party implementation of policy



Overview

Full policy implementation relies on effective teamwork between those who have devised and developed the policy and those who will operate it. In some situations government policy is implemented by a third party rather than by operational colleagues in the government team. It is important that policy intentions are clear so that those responsible for implementation can reflect those intentions in the operational detail. This unit is all about how to work effectively with a third party provider to implement policy.

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Performance criteria

You must be able to:

- P1 contribute to the selection and appointment of a third party to implement the agreed policy
- P2 work with the third party provider 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 work with the appointed third party provider to develop programme and project specifications for policy delivery
- P6 develop and use formal and informal networks that contribute to the monitoring of implementation activities
- P7 liaise with the third party provider to encourage implementation activities that contribute to the achievement of policy intentions
- P8 monitor the implementation activities of the third party provider
- P9 monitor management and financial information to ensure that there is early warning of any need for actions and adjustments
- P10 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 procedures and regulations relating to the selection and appointment of third party providers for policy implementation
- K4 the principles of effective relationship management in partnerships with third party providers
- 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 project and programme planning and management techniques
- K9 the relative benefits of formal and informal reporting on implementation processes
- K10 the relative benefits of formal and informal networks to support the policy implementation process
- K11 why it is important to liaise positively and actively with third party providers
- K12 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 present information about implementation requirements clearly and concisely in a way that promotes understanding.

Building relationships

2. You work with the third party provider to develop an atmosphere of professionalism and mutual support.
3. You monitor progress to engage with the third party provider regarding adjustments to implementation actions.

Problem solving and decision making

4. You monitor progress actively and agree changes to implementation activities when the need for this is identified.

Focusing on results

5. You focus attention on implementation actions that are essential to success.

Acting ethically

6. You exercise a duty of care to the third party provider implementing policy proposals.

Acting strategically

7. You reinforce the links between implementation actions and strategic objectives.

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