

Overview

The implementation phase of policy provides most opportunities for positive engagement with and messages to stakeholders and also presents the highest risk levels for adverse reaction. This unit is about ensuring that the image and message of the new policy is presented positively to stakeholders and potential criticism is managed.

Communicate with stakeholders during policy implementation

Performance criteria

You must be able to:

- P1 identify all the key stakeholders who must be kept informed at each stage of the implementation
- P2 define the key benefits of the policy for each group of stakeholders
- P3 identify possible objections from each group of stakeholders that may need to be addressed during implementation
- P4 contribute to the development of a communication strategy that promotes positive aspects of the policy and reduces the risk of criticism
- P5 agree the media to be used to activate the communication strategy
- P6 oversee operation of the communication strategy and dealings with the media to present a positive image of the policy
- P7 ensure that stakeholder feedback is communicated clearly to those responsible for policy implementation
- P8 organise response to concerns and objections expressed during policy implementation
- P9 ensure that the purpose, key messages and method of the communication strategy is agreed with politicians
- P10 maintain communication with stakeholders on progress throughout the implementation process

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Knowledge and understanding

You need to know and	K1	specific legislation, regulation, governance and cultural requirements that
understand:		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 the principles of effective communication strategies
- K4 the benefits and drawbacks of different media for effective operation of the communication strategy
- K5 who are the stakeholders in relation to a policy and what will be their key interests and concerns
- K6 the key benefits of the policy to each group of stakeholders
- K7 the reasons for the most likely objections to policy implementation by different stakeholders
- K8 how to respond positively to objections to a policy during implementation
- K9 techniques for dealing with the media
- K10 why it is important to keep politicians fully informed at every stage of implementation

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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 clearly the benefits of implementation actions to key stakeholders.
- 2. You make appropriate information available promptly to stakeholders during policy implementation.

Building relationships

3. You identify and build relationships with stakeholders who must buy into implementation of policy proposals.

Problem solving and decision making

4. You react constructively to feedback from communication of implementation activities and adjust them accordingly.

Focusing on results

5. You recognise changes in reactions and circumstances and adjust implementation plans accordingly.

Acting ethically

6. You balance communication to stakeholders to ensure that benefits and potential risks are both understood.

Acting strategically

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

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