

SFJPDPS2.6.4

Oversee updating of operational guidance to meet policy intentions



Overview

During ongoing delivery and maintenance of policy, aspects of delivery and the external environment will change and this will provoke changes in delivery guidelines. It is essential that any changes should not detract from the policy intentions. This unit is all about how to protect the policy intentions when circumstances demand that delivery guidelines need to be reviewed.

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Performance criteria

You must be able to:

- P1 identify the key links between policy intentions and operational guidance and procedures
- P2 identify features of the policy landscape that indicate a need for updating of operational guidelines
- P3 liaise with operational colleagues or third party service delivers to agree areas that need updating of guidance and procedures
- P4 agree the key features of guidelines and procedures that should be updated without working against policy intentions
- P5 work with operational colleagues and managers to agree specific updates of operational guidelines and procedures
- P6 test proposed changes in operational guidelines to ensure that they contribute to policy intentions
- P7 communicate the nature of and reason for changes in operational guidelines to all those who are responsible for delivering the service
- P8 communicate the nature of and reason for changes in operational guidelines to any stakeholders who may be affected or who may question the changes

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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 why it is important to analyse the links between broad policy intentions and the details of operational guidance and procedures
- K4 how to monitor the policy landscape to identify events that may trigger changes in operational guidance
- K5 why it is important for policy and operational colleagues to share ownership of any changes to operational guidance
- K6 how to devise changes to operational guidelines that will not contrast with policy intentions
- K7 the steps that need to be taken to make changes in operational guidance
- K8 how to test the match between proposed changes to operational guidance and broad policy intentions
- K9 why it is important to brief operational deliverers clearly about the reasons for proposed changes as well as the nature of the changes themselves
- K10 what specific aspects of changes in operational guidance and procedures will be of most interest to different stakeholders

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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 clearly, concisely, accurately and in ways that promote understanding.
2. You identify clearly people's information needs regarding operational guidance to meet policy intentions.

Building relationships

3. You demonstrate a clear understanding of the real and perceived needs of those operating to policy guidelines.

Problem solving and decision making

4. You reflect on your own and others' experiences of operational delivery and use them to inform future action.

Focusing on results

5. You focus attention on specific details of operational guidance that are essential for success.

Acting ethically.

6. You show sensitivity to internal and external politics that may impact on operational guidance.

Acting strategically

7. You take steps to check that recommended changes do not detract from strategic direction.

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