

SFJPDPS2.6.5

Make a case for incremental change to a policy as a result of operational monitoring



Overview

Operational experience tests many aspects of a policy. Monitoring of operational delivery may produce evidence that there could be benefits from incremental changes to the policy. This unit is about what has to be done when there is evidence that incremental changes to a policy may bring benefits.

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Performance criteria

You must be able to:

- P1 identify aspects of operational delivery that may indicate a need for incremental policy change
- P2 assess the significance of each reason for change and the likely effects of any change on service delivery
- P3 analyse the advantages and disadvantages of each possible change
- P4 liaise with key stakeholders to explore their reactions to any possible changes
- P5 evaluate the options for incremental changes to a policy
- P6 build an outline business case for incremental change and summarise it in a form suitable for consultation
- P7 consult stakeholders about the outline case for incremental change
- P8 identify the specific benefits and costs of the proposed incremental change to policy
- P9 prepare and present a business case with recommendations for incremental changes to a policy

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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 how to recognise indicators that there may be a need for incremental policy change
- K4 why it is important to recognise that different possible changes are of different significance
- K5 how to identify the potential benefits associated with a proposed policy change
- K6 how to assess the risk associated with each possible policy change
- K7 why different groups of stakeholders will have different reactions to proposed policy changes
- K8 how to consult effectively with stakeholders in order to gauge their true reaction to proposed changes
- K9 how to present the key features of proposed policy changes in a form suitable for consultation
- K10 methods of evaluating and comparing options for policy change
- K11 ways of estimating and expressing the costs and benefits of proposed policy changes
- K12 how to present a business case for policy change

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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 people's preferred communication media and styles for consultation processes and adopt preferred media and styles when consulting on incremental policy change.
2. You present information clearly and concisely in a way that promotes understanding of planned incremental policy change.

Building relationships

3. You identify and build relationships with stakeholders who will have most influence over the success of any incremental policy change.

Problem solving and decision making

4. You challenge the status quo constructively and seek better alternatives for incremental policy change.

Focusing on results

5. You constantly seek to improve performance through incremental policy change.

Acting ethically

6. You show sensitivity to internal and external politics that impact on proposals for incremental policy change.

Acting strategically

7. You reinforce the links between proposed incremental policy changes and strategic goals.

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