

SFJPSG2.4.4

Lead the delivery of policies



Overview

This unit is about leading the planning to deliver policies, including the implementation and monitoring of such plans. This unit should be used in conjunction with your organisation's own leadership behaviours.

This standard reflects best practice within the PSG policy framework in relation to aspects of policy delivery.

SFJPSG2.4.4

Lead the delivery of policies

Performance criteria

You must be able to:

- P1 ensure that the policy team understands parliamentary process and the roles of those responsible for implementing policies
- P2 ensure that the policy team understands the delivery mechanisms and models for policies
- P3 make sure that the policy team understands and is committed to achieving delivery of the policy, and is clear about individual responsibilities
- P4 align procedures and resources towards the successful delivery of the policy
- P5 create and maintain a culture within the policy teams which encourages innovation, and the constructive challenge of ideas
- P6 work effectively with colleagues and other stakeholders involved in policy implementation, recognising and respecting their roles, responsibilities, interests and concerns
- P7 monitor the effectiveness of the cooperation between delivery partners in achieving policy delivery, and identify and communicate where this is effective, and address any areas of concern with those involved
- P8 use agreed methods and measures to monitor implementation of the delivery plan, identifying any variations from the agreed plan and the reason for these
- P9 make changes to the delivery plan in a way which is consistent with overall aims and objectives
- P10 inform the people involved of adjustments to the delivery plan, and help them to make consequent changes to their own plans
- P11 identify good implementation practice and areas for improvement, and communicate these to colleagues and stakeholders

SFJPSG2.4.4

Lead the delivery of policies

Knowledge and understanding

You need to know and understand:

- K1 parliamentary process, public accountability and the roles of those involved in delivering policy
- K2 project management skills appropriate to managing the delivery of policies
- K3 the topics to be addressed within a policy delivery plan
- K4 the importance of consulting with colleagues and other stakeholders during the development of the plan
- K5 policy delivery mechanisms and models that are effective
- K6 the importance of understanding the implications for the operational aspects of the business area responsible for the day to day application of policies being designed
- K7 principal types of obstacles in the delivery of policy and how these might be overcome
- K8 processes for consultation in the development of a delivery plan
- K9 the importance of effective briefing and how to arrange this
- K10 how to identify and meet the information needs of colleagues and stakeholders
- K11 the different delivery partners and their needs and responsibilities in achieving successful policy delivery
- K12 potential obstacles in the delivery of policy, and ways of overcoming these
- K13 how to select and successfully apply different methods for communicating with people
- K14 a range of different leadership styles and how to select and apply these to different situations and people
- K15 types of difficulties and challenges that may arise when managing the policy team, including conflict within the team, and ways of identifying and overcoming these
- K16 the benefits of, and how to create and maintain, a culture which encourages and recognises creativity in developing and delivering policy
- K17 the importance of encouraging others to take the lead, and ways in which this can be achieved
- K18 how to empower people effectively
- K19 how to select and apply successfully different methods for encouraging, motivating and supporting people and recognising achievement
- K20 types of support and advice that people are likely to need and how to respond to these
- K21 the strengths, limitations and potential of people within the policy teams
- K22 your own role, responsibilities and level of authority

SFJPSG2.4.4

Lead the delivery of policies

Additional Information

Behaviours

- 1 You present information clearly, concisely and accurately
- 2 You show respect for the views and actions of others
- 3 You create a sense of common purpose
- 4 You keep promises and honour commitments
- 5 You take and implement difficult and/or unpopular decisions, if required
- 6 You recognise changes in circumstances promptly, adjusting plans and activities accordingly

SFJPSG2.4.4

Lead the delivery of policies

Developed by	Skills for Justice
---------------------	--------------------

Version number	1
-----------------------	---

Date approved	July 2009
----------------------	-----------

Indicative review date	July 2011
-------------------------------	-----------

Validity	Current
-----------------	---------

Status	Original
---------------	----------

Originating organisation	Government Skills
---------------------------------	-------------------

Original URN	GS 2.4.4
---------------------	----------

Relevant occupations	Public Services; Government and Related Organisations; Public Service and Other Associate Professions
-----------------------------	---

Suite	Professional Skills for Government (PSG)
--------------	--

Key words	Delivery, Policy, Co-ordination, Process, Team Roles, PSG.
------------------	--