SFJPSG2.4.3
Steer the design of policies

Overview

This unit is about steering and coordinating the design of a range of policies which take account of the legal environment, EU considerations and guidance upon policy/regulatory appraisal. It includes inspiring and motivating others to develop policy and evaluating the options developed. 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 policy design.

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Performance criteria

You must be able to:

P1   identify and allocate the resources and skills required to develop particular policies

P2   ensure that the people working upon the policy understand the objectives and issues to be addressed

P3   manage stakeholder relationships effectively, ensuring that their requirements and concerns are seen to be considered

P4   create and maintain a culture within the policy team which encourages creativity and the constructive challenge of the status quo

P5   develop a range of leadership styles, and select and apply them to appropriate situations and people

P6   communicate regularly with all those within the policy team, showing that you listen to what they say

P7   give people within the team support and advice when they need it, especially during periods of setback or change

P8   motivate and support people in the team to achieve their work, and provide recognition when they are successful

P9   empower people in the team to develop their own ways of working, and to take their own decisions within agreed boundaries

P10   evaluate policy options and ensure that these fulfil objectives, consider stakeholder requirements and concerns, identify and take account of their likely impact and risks, fulfilling statutory, legal and regulatory requirements

P11   assess and identify if key elements of the proposed policy need if to be piloted, and, if so, ensure that this is progressed correctly, and that feedback is noted and acted upon

P12   ensure that recommendations for policy take account of what is deliverable

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Knowledge and understanding

You need to know and understand:

K1   current central guidance upon the design of policy

K2   statutory requirements affecting the design of policy

K3   the importance of long and medium term planning to the success of policy

K4   the topics to be addressed within proposed policy options

K5   how to identify potential risks to, and the impact of policy options upon the achievement of policy

K6   who the key stakeholders are, and how to determine their requirements and concerns relevant to developing policy

K7   sources of information that can assist policy development

K8   processes for consultation in the development of policy, including the effective use of piloting

K9   policy delivery mechanisms and models that are effective

K10   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

K11   how to select and successfully apply different methods for communicating with people

K12   a range of different leadership styles and how to select and apply these to different situations and people

K13   types of difficulties and challenges that may arise when managing a policy team, including conflict within the team, and ways of identifying and overcoming these

K14   the benefits of, and how to create and maintain, a culture which encourages and recognises creativity in policy design

K15   the importance of encouraging others to take the lead, and ways in which this can be achieved

K16   how to empower people effectively

K17   how to select and apply successfully different methods for encouraging, motivating and supporting people and recognising achievement

K18   types of support and advice that people are likely to need and how to respond to these

K19   the strengths, limitations and potential of people within the policy teams

K20   your own role, responsibilities and level of authority

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Additional Information

Behaviours

1   You create a sense of common purpose
2   You take personal responsibility for making things happen
3   You make time available to support others
4   You show integrity, fairness and consistency in decision making
5   You encourage and support others to make the best use of their abilities

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