



Policy Work

Communication, Leadership and Culture

106 Putting Arts to Work I (Dr. Kate Scarth)
Applied Communication, Leadership, and Culture Program
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What is Public Policy?

Public Policy is:

- Goals or intents;
- Standing decisions;
- Guides;
- Problem-solving strategies;
- Sanctioned behaviors;
- Norms of conduct;
- The out-put of the policy-making system;
- Constructions based on experience

From Guba (1984 pp. 64 – 65)

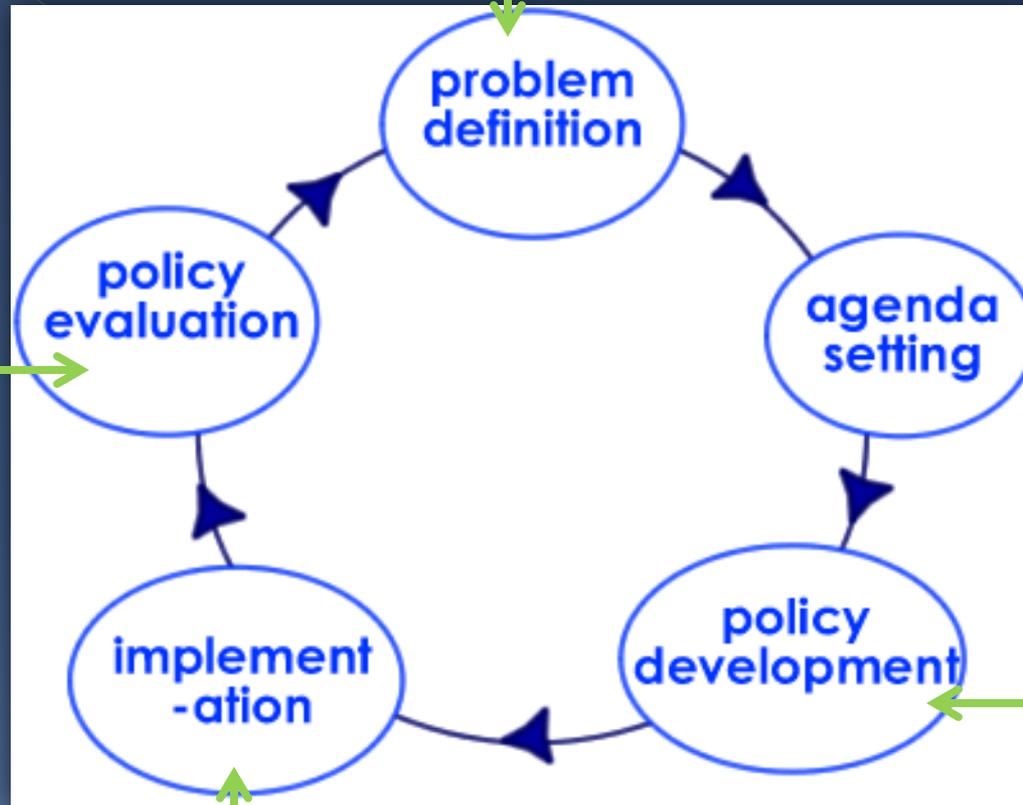
What is **Policy Work**?

- “Public policy work is undertaken by any actor (individual or collective) that seeks to shape policy processes and outcomes”
(Colebatch, 2006, p. 199).
 - Governments, NGOs, universities, think tanks, researchers, the media, advocacy groups, business etc.

What is Policy Work?

Policy Stages and Associated Policy Work

- Research Briefs
- Literature Reviews



- Key Messages

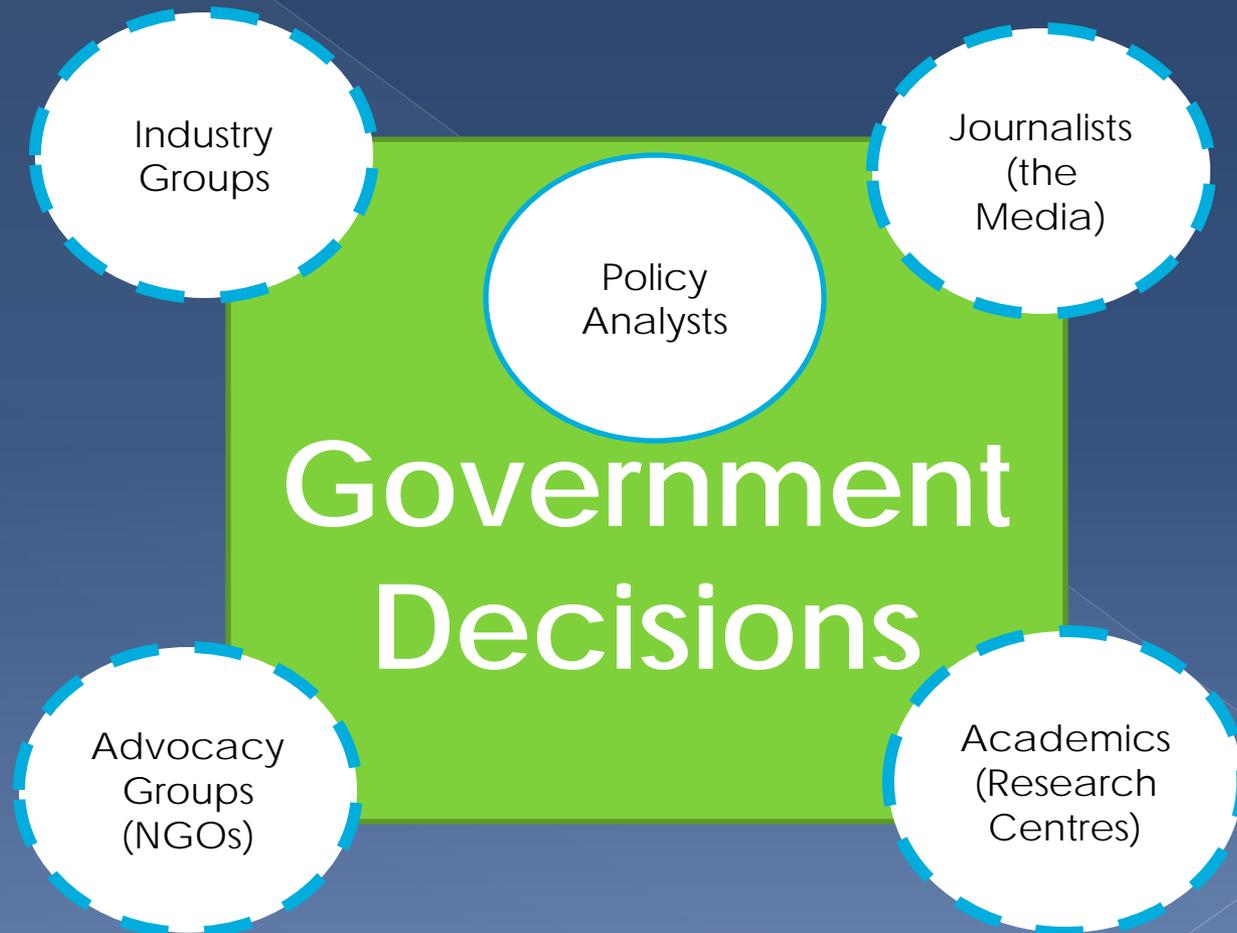
- Program Evaluations
- Audits

- Strategy Documents
- Public Consultations

- Program Guidelines

Who are **Policy Analysts**?

Policy analysts as “insiders” are close to the decision-making process. However, policy work is also often completed on the “periphery” (Mintrom, 2003, p. 4)



Who are Policy Analysts?

Howlett (2011, p. 255) analyzed the results of a questionnaire to 3,856 provincial and territorial policy analysts to determine the nature of policy work. Here is what he found:

Table 6. Work Location of Managers and Analysts (%)

Membership in Formal Policy Unit	Managers	Nonmanagers
Yes	41.0	67.0
No	59.0	33.0

Table 7. Work Activities of Managers and Analysts (%)

Task	Managers	Nonmanagers
Department or agency planning	89.2	84
Environmental scans/issue tracking	100	100
Legal analysis	33.5	30.3
Preparing budget/treasury board submissions	54.5	47.5
Ministerial briefing	75.4	72.5
Networking	82.0	77.1
Preparing briefing notes or position papers	100	100
Providing options on issues	100	100
Undertaking research and analysis	76.0	79.1
Providing advice	95.0	89.6

What is **communication** in the context of policy work?

- Communication skills are essential to have the results of policy research understood and applied.
- Communication skills are needed for:
 - › Designing, implementing and interpreting the results of **focus groups**.
 - › **Communicating research** to decision-makers
 - › Leading successful **meetings** with stakeholders
 - › Producing **plain-language documents** explaining the purpose or impact of a policy.

What is **leadership** in the context of policy work?

- Leadership in the context of policy work is important (Gleeson, 2009; Gleeson, et al., 2011).
- Leadership is about the ability to influence others, with or without authority
- Formal bureaucratic hierarchy may cause tensions in exercising leadership:
 - Policy analysts require leadership skills to navigate tensions during policy work (e.g., political, stakeholders, etc.)

What is **leadership** in the context of policy work?



Graphic: Leader360, n.d.)

What is **culture** in the context of policy work?

- Culture is important in the context of policy capacity.
- Organizational culture can either enable or constrain effective policy making.
- Important elements of culture in this context include (Gleeson, et al., 2011, p. 242):
 - Readiness to innovate
 - Willingness to take risks
 - An environment which fosters teamwork and trust
 - Clarity of direction

Questions?

References

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