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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Policy Work
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What is Public Policy?

What is Policy Work?

Who are Policy Analysts?

What is communication in the context of policy work?

What is leadership in the context of policy work?

What is culture in the context of policy work?
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)
“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
- Strategy Documents
- Public Consultations
- Program Guidelines
- Program Evaluations
- Audits
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)
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 (%)

<table>
<thead>
<tr>
<th>Membership in Formal Policy Unit</th>
<th>Managers</th>
<th>Nonmanagers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41.0</td>
<td>67.0</td>
</tr>
<tr>
<td>No</td>
<td>59.0</td>
<td>33.0</td>
</tr>
</tbody>
</table>

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

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

![Leader360 Diagram](Image)

Policy Work: Communication, Leadership and Culture

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

- Leader360. (n.d.). Available at http://tinyurl.com/y8pd4zjo