



Australian Government

Department of Education, Employment and Workplace Relations

PSPPOL601A Develop public policy

Release 3

PSPPOL601A Develop public policy

Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2.	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers the development or review of public policy, to enable the implementation of government objectives. For the purposes of this unit, public policy includes government policy affecting all Australians and public sector policy that is not restricted to a particular organisational structure or individual organisation. The unit includes anticipating and confirming the need for public policy development or review; planning the policy development process; gathering and analysing information; determining policy direction; and drafting, gaining agreement for, and disseminating public policy.

In practice, developing public policy may overlap with other generalist or specialist work activities such as managing change, managing diversity, managing workplace safety, managing the delivery of client services, managing risk, directing the management of contracts.

This unit replaces and, for qualification purposes, is equivalent to *PSPPOLD601A Develop public policy*. Policy evaluation is no longer part of the unit. Evaluation is addressed in *PSPMNGT611A Manage evaluations*.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in *bold italics* is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Anticipate and confirm the need for public policy development or review	1.1 <i>Events</i> , issues or government policies likely to cause changes to <i>public policy</i> are identified. 1.2 The likely implications and impact of these factors that might require public policy development are identified and prioritised in consultation with <i>stakeholders</i> . 1.3 A critical analysis of the need for new or revised public policy is conducted that includes a scan of both internal and external environments, that checks related policies for context and identifies other public policy likely to be impacted. 1.4 Priority areas for public policy development/review are recommended in accordance with government directions. 1.5 Confirmation of the need for public policy development/review and supporting evidence is detailed in accordance with policy and procedures.
2. Plan public policy development process	2.1 The <i>approving authority</i> is confirmed and procedures and protocols for public policy development are confirmed and applied. 2.2 <i>Issues</i> likely to impact on the policy development process are identified, analysed (in terms of risk) and addressed in policy development planning. 2.3 Public <i>policy requirements</i> are outlined in a policy development plan in accordance with organisational procedures.
3. Gather and analyse information for public policy development	3.1 Stakeholders are identified and engaged through the establishment and maintenance of a public policy network. 3.2 Information required to support the policy development process is <i>gathered</i> , analysed and interpreted. 3.3 An <i>analytical framework</i> for the development of public policy is determined and applied.
4. Determine public policy direction	4.1 Strategic input is obtained from high-level staff in accordance with organisational/public sector protocols. 4.2 A range of policy options and <i>criteria for choice</i> are developed and communicated in a timely and understandable way to those responsible for selecting the policy direction. 4.3 Where appropriate, specific policy options are promoted to key individuals, organisations and groups. 4.4 A preferred public policy option is identified and risk treatments are determined in accordance with the policy development plan. 4.5 Approvals/endorsements are obtained in accordance with the policy development plan and public sector procedures and protocols.
5. Draft public policy	5.1 Public policy is drafted using a cyclical process of consultation, feedback, identification of changes and re-drafting implemented in accordance with the policy development plan.

ELEMENT**PERFORMANCE CRITERIA**

- 5.2 Risk management processes are implemented in accordance with the policy development plan to ensure progress of the process against the timeframe and milestones.
- 5.3 An implementation plan that details responsibilities for implementation and strategies for transition, change management, and initial and ongoing training and maintenance of the policy, is included within the policy.
- 5.4 Mechanisms for monitoring compliance with the policy, quality assurance of the policy, and for evaluation of the policy are included within the policy.
- 5.5 The policy is developed in accordance with *organisational requirements for style, format and contents*.
- 6. Release and promote public policy**
- 6.1 Public policy is cleared through required channels, and agreement of critical stakeholders is gained in accordance with the policy development plan.
- 6.2 All stakeholders, particularly those who will be responsible for implementing the new or revised policy, are fully informed of the *outcomes*, and fallout from dissenting stakeholders is managed in accordance with the policy development plan.
- 6.3 The policy is released and *promoted* in accordance with government requirements.
- 6.4 Advice is provided to those affected by policy changes in accordance with organisational policy and procedures.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- reading and evaluating complex and formal documents such as policy and legislation
- researching, analysing and presenting information
- preparing written reports requiring precision of expression and language and structures suited to the intended audience
- working as a member of an inter-agency team to consult on and validate policy
- adjusting communication to suit different audiences
- responding to diversity, including gender and disability
- dealing with different points of view and dissenting stakeholders
- accessing policies and legislation electronically or in hard copy
- identifying and addressing the environmental, sustainability and occupational health and safety implications of policy/s being developed

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- policy development processes and practices in the public sector
- current policies underpinning the work area
- government procedures and protocols
- public sector code/s of ethics and code/s of conduct
- principles of community engagement in policy development
- equal employment opportunity, equity and diversity principles
- environmental, sustainability and occupational health and safety implications of policy/s being developed

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPMNGT604B Manage change
 - PSPMNGT605B Manage diversity
 - PSPMNGT606B Manage quality client service
 - PSPMNGT608B Manage risk
 - PSPOHS602A Manage workplace safety
 - PSPPROC602B Direct the management of contracts

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- development of public policy in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- public sector policy and legislation
- public sector standards, procedures and protocols
- policy development guidelines

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when developing public policy, including coping with difficulties, irregularities and breakdowns in routine
- development of public policy in a range of (2 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as

literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Events may include:

- Machinery of Government changes
- a shift to designing policy around a set of government priorities not organisational structures/individual agencies
- a focus on whole of government policies
- changes to legal risks
- emphasis on policy research focused on the mid to long term, as well as that developed to meet immediate needs of government
- national or international events such as:
 - change in government
 - changes in government policy
 - changes in strategic direction
 - changes in legislation
 - changes in the policies of other governments
 - changing social trends
 - economic/technological change

Public policy may include:

- ongoing policy formulation to meet the immediate needs of government
- evidence-based policy
- policy focused on the medium to long term
- any aspect of Australian life or public sector services or practices for which government considers policy development is required

Stakeholders may include:

- all those individuals and groups both inside and outside the government that have some direct interest in government conduct, actions, products and services, including:
 - employees at all levels of the public sector
 - government
 - Ministers
 - clients
 - the public
 - other public sector organisations
 - other jurisdictions

- union and association representatives
- boards of management
- international governments
- international bodies
- community groups
- non-government organisations
- special interest groups
- key individuals of influence

Approving authority may include:

- chief executive officer
- delegated officer, such as policy manager
- senior management
- board of management
- managing director

Issues may include:

- political sensitivities
- social and cultural sensitivities/factors
- resource implications (of policy implementation)
- technological influences/implications
- jurisdictional issues
- 'sunk cost' restrictions
- non-consenting stakeholders at the end of the policy development process
- refusal to be involved, blocking, hampering process

Policy requirements may be defined in terms of:

- context
- rationale
- issues to be addressed
- expected outcomes
- timeframe
- business/government cycles
- research methods
- resource requirements for development
- key stakeholders
- communication strategy
- feedback mechanisms for review
- milestones
- precedents
- risk analysis
- possible complications
- success measures/learning from failure or previous problems
- possible resource implications for implementation

Information gathering may include:

- stakeholder consultation
- developments across the public sector or in private sector organisations
- evaluation of similar policies
- benchmarking (including international benchmarking)
- current and closed files
- surveys

- literature reviews
 - Internet
 - comparing with approaches in other countries
- Analytical frameworks*** may include:
- logical/rational (including best practice)
 - incremental
 - radical transformation
- Criteria for choice of preferred policy option*** may include:
- likely effectiveness
 - implementation timeframe and costs (including infrastructure)
 - interaction with other policies (existing or being developed)
 - consistency with broader government and community agendas
- Organisational requirements for style, format and contents*** may require policies to be:
- forward-looking
 - outward-looking
 - principles-based
 - innovative, creative, flexible
 - evidence-based
 - inclusive
 - consistent
 - self-contained, with adequate coverage of the subject matter
 - accessible to the intended audience/understandable to all users
 - gender-neutral and written in non-discriminatory language
- Outcomes of the policy development process*** may include:
- nature of the policy change
 - the outcomes expected by stakeholders
 - issues
 - expected costs
 - timelines
 - contextual factors (including any impact on other related policies)
- Promotion of policy*** may include:
- formal launch
 - national campaign
 - information sessions
 - presentations
 - media campaign
 - ongoing advice

Unit Sector(s)

Not applicable.

Competency field

Policy.