

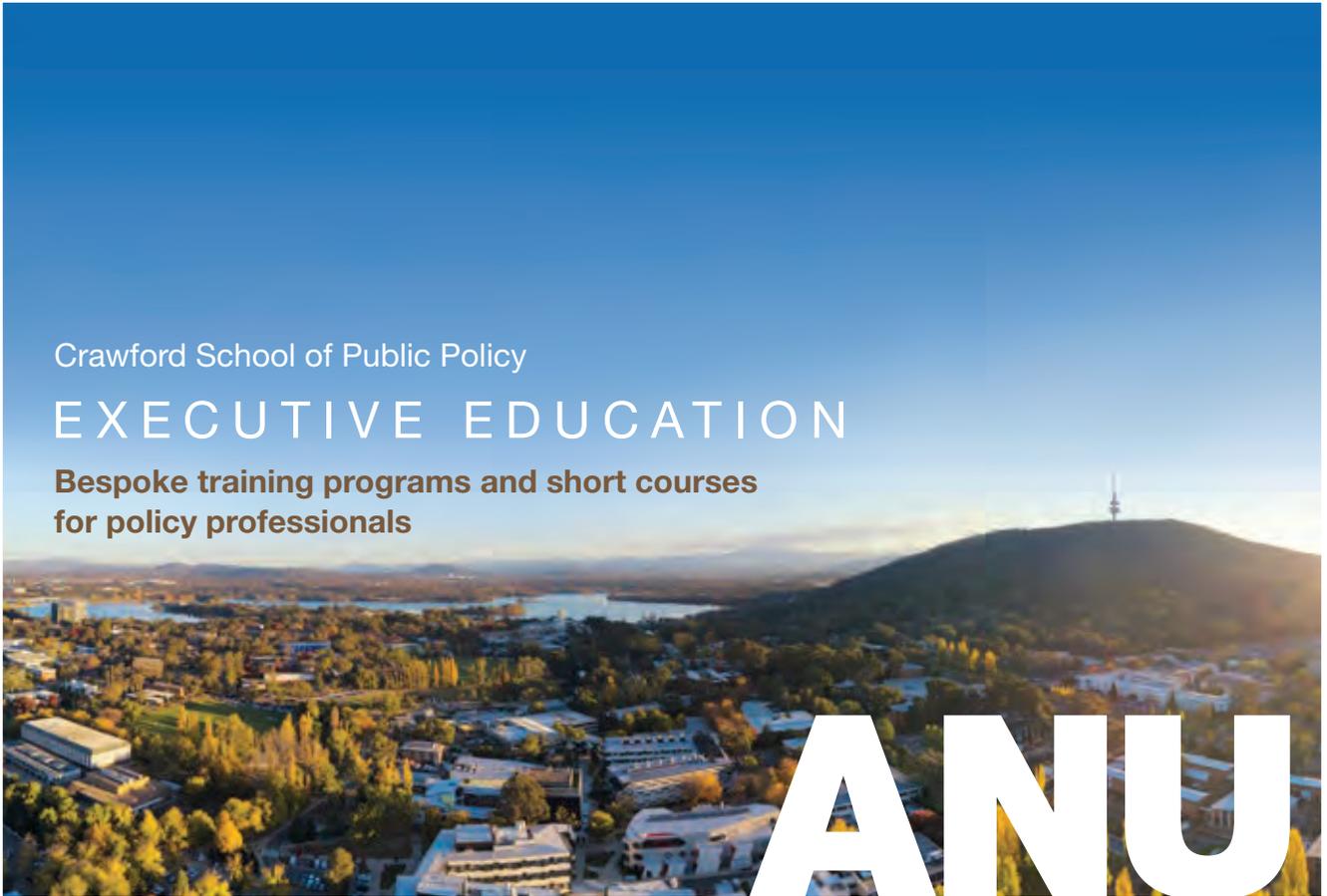


Australian
National
University

Crawford School of Public Policy

EXECUTIVE EDUCATION

**Bespoke training programs and short courses
for policy professionals**



ANU College of
Asia & the Pacific



WELCOME FROM THE DIRECTOR



It's time to reimagine the future public service workforce.

The world is changing fast with significant implications for public sector professionals and leaders. Population growth, shifting age demographics, economic uncertainty, increases in automation and advances in AI are already creating policy challenges and opportunities of a kind we have not experienced before. At the same time the continued decline of public trust in Government and institutions means that sustainable policy and service responses are harder to achieve. In this uncertain future, public sector professionals and leaders will need to be able to develop authentic connections to others. The human values of empathy, solidarity and compassion will be at the heart of decision making as policy makers strive to meet new needs and expectations while at the same time making best use of available resources.

At the Crawford School, we can help you to develop the essential skills to meet the challenges of our new age; cultivating empathy and emotional competence, developing trust with citizens and stakeholders, and building resilience within your organisations. Combining these skills with the necessary technical, strategic, analytical and economic expertise will ensure you realise your potential to contribute to a prosperous and secure world.

The decisions you make over the next few years will determine the future of many generations to come. You have the opportunity now to shape that future.

Our short courses will prepare you for the challenges we know you will face in your work but also enable you to accept, adapt and lead through the uncertainty ahead. The Crawford School offers a place where you will be inspired and challenged to enhance your professional future and achieve your academic and career goals.

I look forward to you joining us here for a world-class educational experience.

Professor Helen Sullivan
Director, Crawford School of Public Policy

How to use this program

Our courses are based around the following themes:

- > **Policy Essentials**
Build the necessary technical and strategic expertise to ensure you realise your potential to contribute to a prosperous and secure world.
- > **Economics, Data Analysis and Decision Making**
Learn new techniques, using the wealth of newly-available data, to analyse social problems and enhance citizen wellbeing in the face of economic and environmental change.
- > **Skills for Future Leaders**
Develop the essential skills to meet the challenges of our new age; cultivating empathy and emotional competence, developing trust with citizens and stakeholders, and building resilience within your organisations.
- > **Public Sector Leadership for Senior Executives**
Cultivate a high-performing mind to solve complex and unfamiliar problems enabling you to accept, adapt and lead through the uncertainty ahead.

Courses in Section 1 cover diverse topics considered beneficial for policy professionals at any stage in their career. Section 2 courses are specifically designed for strategic leaders, Senior Executive Service (SES) and APS EL2 aspiring to enter SES.

Please contact the Executive Education Team if you have a query about which course is right for you:

E csee@anu.edu.au or **T** +61 2 6125 4705

An icon is shown with each course to indicate which theme the course is based on. In some cases, courses are associated with more than one theme. A number of courses relate directly to others, these are displayed with a link icon. You may enrol in any course individually, it is not necessary to enrol in all courses of a related series.

Course themes

	Policy Essentials
	Economics, Data Analysis and Decision Making
	Skills for Future Leaders
	Public Sector Leadership for Senior Executives
	Indicates a series of related courses

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THE CRAWFORD EXPERIENCE

Crawford School of Public Policy

The Australian National University (ANU) is a global leader in fields relevant to Public Policy, Public Administration and Development Studies. ANU is ranked 1st in Australia and 24th globally in the 2018–19 QS World University Rankings.

The Crawford School of Public Policy is a unique institution at the ANU and in Australian higher education. A research-led, professionally-oriented graduate school, it combines the ANU mandate to address issues of national and international significance through world-class research and teaching, with a deep commitment to improve public policy capability.

As a world-leading public policy school our purpose is to:

- > generate new knowledge on public policy questions; theoretical, methodological, empirical, and practical
- > enhance the capabilities of those who learn with us, developing the expertise necessary to respond to public policy challenges
- > impact positively on the quality of public policy making, implementation and outcomes.

Crawford School Executive Education

The Crawford School of Public Policy has delivered exceptional Executive Education for public, private and not-for-profit organisations since 2005. We are dedicated to providing unique, excellent and relevant training opportunities to current and future policy professionals. Located in Australia's capital, Canberra, and close to the Australian Parliament and key Federal Government departments, our academics are influential in the provision of policy papers, briefings and advisory services to various agencies of the Australian Federal and State governments, and also to governments throughout the Asia-Pacific region.

Our short courses and bespoke training programs are research based, future oriented and citizen focused. Our courses are taught by world-class academics and experienced senior Government professionals at the leading graduate public policy school in the Asia-Pacific region, within Australia's top University.

Bespoke programs—a training program tailored to your needs

Crawford School tailors training programs to the needs of our national and international clients. We are focused on impact and making a positive difference in the world. Working with you, we can co-design the course length, content, location and other criteria to meet the specific educational needs of course participants and develop a program to address your unique policy challenges.

Our award-winning bespoke programs provide the next generation of global leaders with the opportunity to undertake study and research specifically designed to help them develop and implement adequate responses to the challenges of this century. We work with Governments, higher education institutions, business and civil society across Australia, Asia and the Pacific to build capacity in responding to local and regional security issues—particularly water, food and energy as well as health, economic and environmental challenges.

Our bespoke programs range from the provision of world class advice to policy makers, to strategically partnering with organisations to help implement good governance, regulatory frameworks, policy evaluation, public policy, applied economics, public administration, environmental management and technical solutions with measured impact.

Learning and development is designed and directed towards real time capacity building requirements integral to the challenges our clients are tackling. As a consequence, multi disciplinary, multi-player, strategically driven research and innovation tends to become business-as-usual within the organisations and communities we work with.

Further enquiries

Contact the Executive Education Team to discuss a bespoke solution for your requirements:

Angela McDonald

Manager, Executive Education

E csee@anu.edu.au or **T** +61 2 6125 0994



COURSE PRESENTER

Hoa Nguyen
Senior Lecturer
Crawford School
of Public Policy



Section **1**

SHORT COURSES FOR
POLICY PROFESSIONALS

ANU

Section 1

Short courses for policy professionals



Introduction to the economics of tax policy

Governments provide essential services and play an important role in a modern, advanced economy. Paying for government activities requires revenue and this mostly comes from taxation. So what should we tax and how should we tax it? These are the two questions which this course will help you to answer. The course will provide a framework for understanding the costs of taxation and look at the kinds of things that can be taxed (e.g. personal income, land, corporate income) and the types of taxes that might be considered. Attendees will consider the idea of “optimal tax design”. The course will give a comprehensive overview and evaluate the current state of Australia’s tax system and explore promising directions for tax reform. Additionally, we will evaluate and discuss current debates around tax and tax reform in Australia.



Behavioural economics of policy design: the why and how of Nudge

What if you could help people make good life decisions through a little ‘nudge’? As policymakers, encouraging people to make the right choices about their health, wealth and overall well-being can be challenging. In this course, you will learn about the cognitive biases we all bring to decisions and how you can use ‘nudge’ theory in policy design to make better choices. The course will examine the behavioural economics approach to policy evaluation, the methods that work best, the differences between randomised controlled trials and natural experiments, and how to use existing data to evaluate policy. Participants will gather tools to understand how nudge theory and behavioural economics can be used and applied in policy-making and evaluation.



Excellent in every way. I will be able to apply it to design better policy outcomes.”

Participant’s comment

Behavioural economics of policy design: the why and how of Nudge



Introduction to resilience: theory and practice

Resilience has become an extremely popular concept as the world becomes more complex—but it is a concept that is at times vague and difficult to implement. Building on recent research, this course breaks down the concept of resilience, introducing some of its different flavours, and provides tools for building resilience in practice. Central to this course will be the notion that resilience is both an individual and a system property. Participants will learn new tools for designing policy to meet goals of resilience building to enhance human well-being, as well as approaches for building resilience in their own organisation in order to deal better with complexity and change.



Gender analysis of public policy

This unique course will equip participants to engage in gender analysis of diverse public policy fields, including understanding concepts and methods to identify and address the differential impact of policy and its funding on both men and women. The course will provide participants with an understanding of the differential gender impact of public policy, including expenditures and revenue raising, at different scales, and approaches to conduct a gender analysis drawn from international best practice, recently updated by the OECD and IMF. The course will teach participants to carry out gender analysis and make gender visible in public policy processes and outcomes.

Section 1

Short courses for policy professionals



Economic growth

Economic growth policies are one of the most challenging and important tasks for any government. Analysis on economic growth is becoming increasingly important as the government in Australia looks to sustain economic growth post the mining boom. Innovation and economic growth policies are key priorities for the government as outlined in the National Innovation and Science Agenda and the Australian Innovation System reports by the federal governments.

This program provides an overview of the economics of growth and covers the basic economic foundations and tools required to consider and design economic growth policies. The focus of this course will be on how economists can communicate better on the interplay between economic growth and a range of public policy activities across the Australian Public Service.



Behavioural economics: concepts, tools and applications

This course will provide an introduction to the methods used in behavioural economics. After an introduction to the basic concept of an experimental approach and why it may be needed to enable government and researchers to evaluate policy interventions, this course will explain the foundations of causal analysis, discuss important statistical concepts relevant for design and implementation of randomised controlled trials. Laboratory experiments, basic statistical methods needed to analyse trial data and provide examples and applications will also be examined. Special emphasis will be put on the ingredients that are needed to run an effective and informative randomised controlled trial.



Some of the best plain English explanations of stats I have ever incurred.

Participant's comment

Behavioural economics:
concepts, tools and applications



COURSE PRESENTER

Long Chu
Senior Lecturer
Crawford School
of Public Policy

Section 1

Short courses for policy professionals



Series of two related courses ▶



Policy evaluation

Policy evaluations are important for evidence-based decision-making. Policymakers need an understanding of the policies that worked, and those that haven't, to make informed decisions. This course will develop your skills to confidently interpret the findings presented in evaluation studies and understand the intuition behind the most common evaluation tools. Attending this course will give participants the knowledge required to read, interpret and critically assess evaluation studies. Participants will learn about the possibilities and limitations of applying evaluation tools to a range of public policy areas.



Series of two related courses ◀



Decision-making: using complex data

This course will discuss a range of analytical techniques that can be used to answer key policy questions. Participants will learn how to measure the impact of policy and whether or not a particular policy improves individuals' lives. The focus of the course will be on the assumptions, purpose and limitations of the techniques, rather than formulae and equations.

By using technical aspects that underpin impact evaluating approaches and focusing on use of intuition and examples this course will develop the ability to:

- > assess the quality of data in research and Government reports
- > understand the rationale of major contemporary approaches to the measurement of impact of Government policies
- > critically assess the validity of causal claims in quantitative analysis
- > determine the appropriate techniques to evaluate the impact of an event.



Series of three related courses ▶



Policy essentials 1: Government and the policy process

For those who are relatively new to policy work or aspiring to work in policy areas, this course will explain how policy is made at the national level, highlighting the centrality of the Budget cycle and the importance of understanding your minister and the government for whom you work. While the world of policy is often chaotic and unpredictable, academic concepts and frameworks can help policy makers to understand how policy issues are identified and analysed and the major policy instruments available to government in reaching and communicating its decisions. Participants will be involved in exercises to test the course's insights and concepts in practical application.



Series of three related courses ◀▶



Policy essentials 2: using evidence and data

This course builds on Policy essentials 1 to help participants to identify and deal with the challenges in developing evidence-informed policy and programs. The course will explore how to critique evidence when you are not an expert and have little time. There will be a particular emphasis on how to communicate evidence for greatest policy impact and participants will be given an opportunity to rework the presentation of data or evidence from their own policy area. Participants will also be involved in a longer exercise to gain practical insights into the challenge of making evidence-informed policy.



An incredibly useful introduction to the APS and to policy. I enjoyed every bit of it.”

Participant's comment

Policy essentials 1

Section 1

Short courses for policy professionals



Series of three related courses ◀



Policy essentials 3: accelerating your policy development

This course draws on research insights and examples from major social policy reforms to demonstrate the features of policy success and failure, and to show how sometimes both are evident in the one policy. Participants will be introduced to case studies and academic concepts which can assist them to understand how success at times can be a protracted and fraught process and how policy failures can offer valuable insights, particularly for implementation. Participants will identify where in the policy design process these types of insights can be utilised, including through risk analysis and in ministerial briefings.



Foundations for strategic policy development

A contemporary public service requires policy makers to be well informed, responsive, collaborative, innovative and cohesive in their approach to policy development—in other words, to take a ‘strategic thinking’ approach to policy development.

This course will step through a framework for strategic policy development, using social policy case studies to explore the capabilities, tools and processes essential for strategic policy design, development and implementation. Participants will learn by engaging in practical exercises that apply a range of skills to build capability for strategic policy development and to transition to considered, well-developed policy design and implementation.



The facilitator was articulate, intelligent and had a wealth of government experience that was highly relevant.”

Participant’s comment

Foundations for strategic
policy development



COURSE PRESENTER

Robert Styles
Adviser,
International Development
Crawford School of
Public Policy

Section 1

Short courses for policy professionals



Series of two related courses ▶



Essentials of government budgeting

The aim of the course is to introduce non-specialist participants to the basic principles of government budgeting and public finance. Participants will learn about the rationale and significance of government budgets. The course will cover fundamental accounting principles based on IMF standards, and discuss key principles relevant to formulating tax and public expenditure policies. Workshops are used throughout the day to develop critical skills for evaluating policy proposals and managing and understanding departmental budgets.

*For participants with little economic background, we recommend completing our introductory economics courses; **Beginner's guide to microeconomics for the Public Sector** and **Beginner's guide to macroeconomics for the Public Sector**.*



Series of two related courses ◀



Fiscal policy, public debt sustainability and the economy

The aim of the course is to enrich participants' knowledge of the impact of fiscal policy and public debt on the Australian economy. After introducing key fiscal concepts and important analytical techniques, the course canvasses a range of alternative macroeconomic perspectives on the operation and effectiveness of fiscal policy, highlighting its impact on interest rates, international capital flows, exchange rates, competitiveness, employment, and national income.

It then examines in-depth (i) the macroeconomic significance and implications of Australia's public debt with reference to foreign indebtedness, international credit worthiness and interest rates, (ii) how to gauge public debt sustainability, and (iii) how the federal budget can be managed to stabilise and reduce public debt.

Participants will develop their capacity to critically evaluate the macroeconomic consequences of federal fiscal policy and acquire new skills for assessing and managing public debt sustainability.

*For participants with little economic background, we recommend completing our introductory economics courses; **Beginner's guide to microeconomics for the Public Sector** and **Beginner's guide to macroeconomics for the Public Sector**.*



Data analysis for decision-making and policy reports

Policy professionals often need to analyse data as well as interpret and evaluate the impact of a policy. Data analysis skills are essential, but a practitioner can easily get lost in a maze of jargon, techniques, philosophies, and choices of computer software. This course is designed to provide the knowledge and skills to confidently work with data and make evidence-based decisions. It is also a place for participants to be exposed to practical and modern tools with mathematics kept to a minimum. The course will focus on examples and the practicalities of the Australian and international environment. Come armed with questions and learn through interactive exercises to confidently interpret and analyse the data that you use in your day-to-day work.



Cost-benefit analysis for infrastructure projects

Infrastructure plays a vital role in all societies and infrastructure projects are usually the largest investment items within a budget. However, they are also among the most controversial because their sheer size and long-term impact can result in costly mistakes. Debates about infrastructure projects range from whether they are worth their cost, whether their proposed scales are appropriate and when the optimal time is to implement them. Decisions on infrastructure projects must rely on a science-based, cost-benefit analysis that helps evaluate the value for money of these significant investments.

This course is designed to provide the skills required to perform cost-benefit analysis for infrastructure projects. It covers a range of knowledge, from fundamental concepts to practical exercises using real-life examples. With the knowledge gained in this course, you will be ready to confidently deliberate infrastructure decisions and settle the debate.

Section 1

Short courses for policy professionals



Series of two related courses ▶



Beginner's guide to microeconomics for the Public Sector

Course participants will develop an understanding of the key insights from economics and how they can be applied in policy and government settings. The economic approach to understanding decision-making will be examined in detail with special attention paid to key concepts such as: opportunity cost; incentives; trade-offs; markets and market failure. A key aspect of the course is developing a framework to think about how to blend markets with government to achieve the best outcomes for society. The importance of government in a strong modern economy is emphasised. We consider “good” and “bad” government intervention and provide participants with tools to determine what kinds of government intervention might be appropriate (or inappropriate) in their particular sector.



Series of two related courses ◀



Beginner's guide to macroeconomics for the Public Sector

This course takes you through the basic concepts of macroeconomics including: economic output, productivity, growth, inflation, foreign investment and trade. Participants will learn about aggregate economic statistics frequently used by government and media.

This course will discuss the role of Australia in the global economy and the role of trade in the global economy. Beginning with a thorough examination of the idea of well-being: How should we measure it? How should government objectives be targeted towards well-being? What does the macro-economy have to do with well-being? From there, an extensive examination of key macro-economic statistics including gross domestic product and inflation will be undertaken. The role of key institutions such as the Reserve Bank of Australia in managing the national economy will be discussed as well as the relationship between economic growth, environmental sustainability, productivity and innovation. What exactly is the role of government in each of these areas?



**Value for money,
exceptional.**

Participant's comment

Beginner's guide to microeconomics
for the Public Sector



Environmental and resource economics for non-economists

Australia faces serious challenges in the form of local, national and global environmental problems and in sustainably managing the Country's resources. This course will teach you how economic approaches can be used to improve the management of valuable, but often under-priced, environmental assets. The convenor will share insights into how economic ideas for environmental and resource management can be successfully communicated to policymakers, stakeholders, and the public. The day involves highly interactive learning and case studies from Australia and overseas. This course will boost your capacity to be involved in designing and communicating environmental policies. A special focus will be placed on policies for improving environmental outcomes in the energy sector.



Economics of labour markets

This course will develop your skills to understand basic theoretical and empirical concepts of labour economics. You will learn why workers in different jobs earn different wages, comprehend the role of education in shaping the distribution of wages, learn about labour mobility and international labour migration, and understand the causes and consequences of labour market discrimination.

The course will develop your analytical skills and allow you to use fundamental mechanisms of labour market theory to derive predictions about effects of changes in labour supply and labour demand on wages and employment. The course will also improve your ability to read and interpret empirical research findings in the field of labour economics.

Section 1

Short courses for policy professionals



Big data in the Public Sector

The possibility of using big data in combination with machine learning algorithms creates a range of challenges and opportunities for policymakers. Understanding these is not only essential for the responsible application of machine learning tools to administrative records but also for the design of appropriate data protection laws and—where necessary—the informed regulation of private sector activity.

This course will develop your skills to understand the intuition behind relevant machine learning tools, provide examples for how to apply these tools using the software package Python, and explain how to interpret and compare competing machine learning systems. The course will conclude with a discussion of the risks and opportunities associated with the application of machine learning algorithms.



Policy models at 20 paces: how does policy 'really' work?

Understanding how policy-making really works has spawned rich debates amongst academics and practitioners over the years with considerable controversy and argument about:

- > what 'doing policy' work consists of
- > what processes and systems are at work and how they interact
- > what skills and knowledge are needed to do it effectively.

Using participants' real-world experiences and interactive methods, this course will develop a more sophisticated understanding of how policy processes work and has the potential to support more thoughtful and relevant design and implementation. It can also reduce work stress and improve productivity by helping policy professionals' better target their efforts towards influential activities and stakeholders. This course will enable you to assess risk better and help you to provide robust advice to decision-makers.



Section **2**

SHORT COURSES FOR LEADERS

ANU

Section 2

Short courses for leaders



Emotional competence at work

Emotional competence has been widely demonstrated to be a critical factor for individual and team performance across—where values, interests and resources compete, and time—pressures and expectations are high—emotionally competent behaviour can be an important driver of success.

This course utilises neuroscience research in cognition and emotion coupled with experiential participation, allowing participants to gain insight into their own emotional competence and have the opportunity to explore methods for:

- > increasing their personal resilience especially in high pressure settings
- > recognising, challenging and modifying unhelpful default inclinations and assumptions
- > relating successfully to others, especially those with different work styles
- > developing a growth mindset.



Series of three related courses ▶



Adaptive thinking for complex policy and strategy development

In this course participants will learn skills and techniques that will assist them in dealing with complex policy and work issues. The course will focus on assisting people to become aware of their unconscious “operating system” and how that shapes their performance in their personal and work environment.

Participants will explore the principles behind applying complex adaptive systems in the areas of policy and strategy development and implementation. The principles highlight to participants how they may need to redefine and/or enhance their approaches to deal with the complex dynamics of both the internal and external operating landscapes.



The most thought provoking course I have attended.

Participant's comment

Adaptive thinking for complex policy and strategy development



COURSE PRESENTER

Miranda Stewart
Professor,
Tax and Transfer
Policy Institute



COURSE PRESENTER

Robert Breunig
Professor and Director,
Tax and Transfer
Policy Institute



Series of three related courses ◀▶



Foresighting skills for policy and strategy development: scenario planning for Public Sector leaders

The major focus of this this course is about the process of foresight. The course enables participants to develop skills to explore, understand, represent and provide advice on complex and uncertain issues. This course enables participants to develop the skills and practice to:

- > represent the complexity of their external operating landscape, make sense of it and to be able to provide research-informed advice for a range of issues.
- > to explore the uncertainty of the external operating landscape, capture the uncertainty, make sense of it and use this to better inform advice on a range of issues.



Series of three related courses ◀▶



Strategic thinking and planning for Public Sector leaders

Strategic thinking and strategic planning often takes place separately in most Public Sector and corporate organisations. Strategic planning conducted in isolation inadvertently creates rigidities that impede or hinder strategic thinking and responsiveness and ultimately impacts upon an organisation's capacity for resilience and adaptability. This course will teach you the distinctions between strategic thinking and strategic planning and how they work in tandem so that the development of outcomes, objectives and actions can be developed with sufficient inbuilt flexibilities for adaptation or evolution to changing circumstances in this era of uncertainty and tumultuous, rapid change. The course will draw on the principles of complex adaptive systems and complexity theory while using a range of case studies to exemplify the frameworks. Participants will be required to critique them using their particular work context.

Section 2

Short courses for leaders



Strategic thinking and economics for executives

Organisations in the 21st century operate in an environment of complexity and uncertainty, hyper-competition and contested narratives, and resource-interdependencies and polycentric governance. In this environment, mistakes can be costly and lasting, and can threaten organisational survival. Effective implementation of policies and strategies requires effective leadership, and this in turn calls for an ability to anticipate and pre-empt problems before they become mistakes.

Why use economics? A strategic perspective seeks to foster this capability in emerging leaders by equipping them with fundamental analytical frameworks, distilled from across economics disciplines such as information and institutional economics, production, public economics, game theory and political economy; and are packaged in a practical, relevant toolkit for a non-technical audience. This toolkit would allow users to think about complex and unfamiliar problems in a systematic manner, and to help them get in the right 'headsapce' for leadership



Excellence in Public Sector leadership

This award winning* course has been specially developed for Public Sector executives and leaders interested in achieving leadership excellence through their role. As a participant it will provide an opportunity for you to learn more about yourself, others, and how we can work together with shared purpose. The process will have us each reflecting on what is important personally and professionally and how we can more effectively move towards what is valued in the long run. You will be introduced to a suite of simple, yet powerful, tools for exercising psychological flexibility, taking strategic choices for action toward things that fundamentally matter and achieving results with and through people now and into the future. Such personal responsiveness has been shown to significantly enhance work engagement, communication, stress management, learning and information processing, emotional intelligence, executive functioning, cognitive style, and physical and mental wellbeing. Australian Public Service Employee Census data has shown significant, positive and sustained improvement along several institutional performance dimensions when leaders with their teams have implemented these tools, including: employee engagement; inclusion and diversity; wellbeing; leadership; workplace culture; workplace conditions; performance management; organisational change; innovation; risk management; APS Values and Code of Conduct; and, Agency specific performance. The aim is for intentional and positive change within your own life, close relationships, work with others, and your future.

***Winner of the Australian Psychological Society 2018 Workplace Excellence Awards in the category of Performance and Capability Development.**



Ethics in Public Sector work

In the midst of debate about the levels of corruption and misconduct in the Australian Public Service, coupled with declining trust in institutions (including government), understanding ethical codes and behaving ethically are essential skills for Public Sector employees. By employing interactive techniques that draw on participants' own experiences, supplemented by research findings, this course will provide a theoretical and experiential basis for participants to become familiar with the APS' ethical infrastructure, and understand and practise ethical behaviour across formal and informal domains.



This course provided useful frameworks for me to apply at work in pursuit of my own professional development, growth of my team members and also the substantive work and delivery.

Participant's comment

Excellence in Public Sector leadership



Expert communication for stakeholder engagement

Effective communication is at the heart of good public policy. It is the foundation for successfully engaging stakeholders to ensure that policies are better informed, realistic, citizen-centred, broadly supported and well implemented. This means that, in the world of public policy, high level communication skills are needed beyond the domain of official 'Communications' units. Indeed, to be truly effective, communication must permeate the policy process, and offer more than the familiar practices of 'public relations' or doing a better job of 'explaining the facts'.

In this course, we will introduce core concepts, principles and practices that underpin the art and science of collaborative communication. Using interactive approaches that draw on participants' own experiences and real-work challenges, this course will explore the essential mindsets and skills that promote the ability to engage stakeholders, for example by:

- > doing more 'listening' and less 'telling'
- > being open to, and respectful of, diverse views and perspectives—especially those that do not agree
- > being transparent about the risks of your initiative, alongside the benefits
- > sharing dilemmas and decision-making; reduce power differentials



Learn more with your graduate degree

A Master of Public Policy (MPP) offers you a public policy education of the highest international standards to help develop your knowledge and skills for a variety of policy roles working in and with government—in public, private and community organisations.

Consider a specialised MPP degree to suit your career goals

- > Environment and public policy
- > Economic policy
- > Foreign and defence policy
- > Global development policy
- > Health policy
- > International policy
- > Indigenous policy
- > Policy analysis
- > Policy communication
- > Population change policy
- > Public finance
- > Regulation policy
- > Social policy
- > Social research methods

crawford.anu.edu.au/study

CONTACT US

Crawford School of Public Policy Executive Education

The Australian National University
JG Crawford Building
132 Lennox Crossing
Acton ACT 2601

T +61 2 6125 4705

E csee@anu.edu.au

W crawford.anu.edu.au/executive-education

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