POLICY DESIGN JOB DESCRIPTION

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Policy designers are technical experts in making new or improved policies and services that maximise public value and provide meaningful outcomes for citizens. They specialise in strategic and experimental design that joins-up policy and delivery.

At its core policy design practice utilises a common set of skills including problem-solving, empathy and technical design skills. It provides a holistic, systematic process and toolkit to tackle issues at the macro-level of systems alongside the micro-level of citizens.

Policy design practice is inherently multidisciplinary. It provides an umbrella framework or mental model to understand the value and place of diverse technical disciplines in the process of making policies and services. It has a unique cross-cutting function in government because it provides a mechanism for all other professions and functions to constructively collaborate. It provides the lingua franca for everyone to work together.

As a policy designer, you will lead the work of agile, multidisciplinary teams that include technical experts in research, design, and delivery, with subject matter experts on issues of national importance. You will collaborate with frontline workers, stakeholders and users to co-design solutions and provide ministers and Policy Profession's system stewards with expert advice on how to make new or improved policies and services that maximise public value and provide meaningful outcomes for citizens.

MAIN RESPONSIBILITIES

This job will require you to:

- Lead projects that make new or improved public policies and services. Increase public value delivered by that public policy or service by balancing strategic intent, user needs and system deliverability, and advocate for the importance of each.
- Work in partnership with Policy Profession's system stewards, empowering them to take operational decisions and advise on strategic ministerial decisions by equipping them with high quality evidence and options.
- Choose and apply rigorous research and experimental design methodology and tools to structure the team's work through a research-design-test-build process, including prototyping and co-production.
- Increase productivity by utilising appropriate project management skills for reducing uncertainty and maintaining a bias to action.
- Lead a multidisciplinary team ensuring there is an appropriate profile of technical and subject expertise (like policymakers, researchers, designers, delivery experts, etc). Create a diverse, inclusive, supportive culture and working practice that stimulates innovation and enables constructive collaboration.
- Work in partnership with policymakers, frontline workers, stakeholders and users to develop an evidence base and co-design solutions through joint decision making.
- Produce clear and compelling project outputs for Policy Profession's system stewards, users, frontline workers and stakeholders that expedite change and promote collaboration.
- Advocate for the value of policy design work to people inside and outside government.

ESSENTIAL CRITERIA FOR APPLICANTS

It is essential that you have experience in:

- applying experimental design practices in a multidisciplinary in an agile environment
- using a range of research and researchers including on users and systems
- identifying strategic intent, working with users of policy and services, and prioritising delivery options (like operational, digital, regulatory, funding, commissioning, stewardship)
- producing compelling advice and recommendations for senior leaders

DESIRABLE CRITERIA FOR APPLICANTS

You might also have experience in:

- leading multidisciplinary teams
- making public policy and services
- building working co-design partnerships with policymakers, frontline workers, stakeholders, and users

STANDARDS FOR POLICY DESIGN

The policy design career pathway is framed by standards at 3 levels:

- **Basic policy design** for everyone involved with making policies or services
- **Expert policy design** for technical policy design experts
- **Policy design leadership** for senior officials who are investing in policy design

POLICY DESIGN STANDARDS	BASIC POLICY DESIGN	EXPERT POLICY DESIGN
Practice design	Understand how to make a policy or service from inception through to delivery using a research-design-test-build approach.	You practice strategic design. You design policies and services that are a holistic, interoperable, end-to-end set. The things you make are easy, attractive, social and timely − so they stand out and people want to use them. You create policy and service patterns that can be re-used by others. You practice evidence-led ideation. You prototype designs to reduce uncertainty and risk.
Design for public value	Understand how to deliver public value by balancing strategic intent, user needs, and system deliverability. Understand different ways to deliver public policy and services like primary or secondary legislation, transactional delivery (digital or operational), funding, commissioning and stewardship. You know how to focus on outcomes rather than solutions and activities. Understand the difference between a trajectory and a forecast, and understand why targets and trajectories are useful, how to develop them and how to use them to monitor delivery.	You use the public value proposition canvas to frame your designs and hardwire them to outcomes. You understand leverage points and can identify, appraise and exploit them to achieve your objective. You are able to challenge constraints that can be changed. You ensure compliance against immovable constraints by adapting products and services where needed. You design and implement joined up performance metrics across a set of policies and services to heatmap investment priorities.
Design with multidisciplinary experts	You understand the value of a multidisciplinary approach and how to choose a team profile that best suits the work, and can work effectively in a multidisciplinary team. Understand how to choose, commission and coordinate different types of research and researcher (e.g. user, social, behavioural, operational or systems thinking, both qualitative and quantitative) that are appropriate methods for different stages of the product life cycle and situations.	You combine different types of analysis to reduce uncertainty and understand complexity on an issue, and to conceptualise the intangible. You enable people with different technical and subject expertise to collaborate constructively through a design methodology. You provide a working environment that is conducive to multidisciplinary working and ensure that staff have space to invest and assure technical skills. You can facilitate collaborative design activities. You assure the quality of technical advice by adhering to standards as appropriate (like policy, operational delivery or digital service standards) and enabling team members to undertake professional development with their technical community of practice.
Design for strategic intent	Understand how to identify strategic intent and objectives of organisations and leaders. You know how to align research and design activities to create insights, policy and services that support delivery of strategic intent.	

Design for user need and inclusivity	Understand the value of user-centred design and know how and when to deploy its technical experts You can identify who the users of your policy or service are, engage in meaningful interactions and relationships with them, and use evidence about them to inform your work. Understand your legal responsibility to design inclusive policies and services and when to do it.	You use design methods to understand what users need, and understand how they will respond to interventions. You co-produce policy and service designs with users. You facilitate collaborative design activities, build consensus among diverse groups of people internal and external to government and negotiate with power. You translate user stories and propose policy options or design approaches to meet these needs. You practice design for inclusivity, accessibility, and use principles of universal design.
Design for systems	Understand the value of systems thinking and know how and when to deploy its technical experts. You can identify who the stakeholders of your policy or service are, engage in meaningful interactions and relationships with them, and use evidence about them to inform your work.	You use design methods to understand systems, and design policies and services will survive and thrive in them. You translate systems analysis and propose policy options or design approaches that respond to the environment.
Manage design in uncertainty	You understand the different types of project management and how to choose the most appropriate for you work. You can work in a fast-paced, evolving environment and use an iterative method and flexible approach to enable rapid delivery. You recognise the value of using assumptions to get policymaking kick-started, and how to quickly and systematically prove or disprove them, so that government's solutions are grounded in reality.	You embed design practices into an agile workflow to deliver timely findings. You understand and manage complexity, uncertainty and risk. You know how to deliver single-focused project work. You have a bias to delivery, can prioritise what to do when, and can resolve issues and unblock problems. You know how to effectively prioritise dynamic work backlogs to deliver what's important. You know how to effectively move work through a discovery to live process.
Communicate your designs	You can communicate effectively across technical / professional boundaries in a multidisciplinary environment.	You know how to make complex and technical information and language simple and accessible for non-technical audiences so that the invisible becomes visible, and the complex becomes understandable and useable. You can advocate and communicate what a team does to create trust and authenticity and can respond to challenge.

POLICY DESIGN LEADERSHIP

Understand and experiment with design-centred ways of leading public policy and service making. Advocate for the value proposition for public sector design. Identify and exploit leverage points for public sector design. Create conditions for success in which public sector design thrives.