



UNIVERSITY OF  
CANBERRA



INSTITUTE FOR  
GOVERNANCE  
& POLICY ANALYSIS

# MASTER CLASS

## PROGRAMME



INSTITUTE FOR GOVERNANCE & POLICY ANALYSIS

## ABOUT IGPA

The Institute for Governance and Policy Analysis (IGPA) at the University of Canberra was established in January 2014. Organised around four world-class research centres (the Centre for Deliberative Democracy and Global Governance; Centre for Change Governance; the National Centre for Social and Economic Modelling; and the 50/50 by 2030 Foundation), the Institute conducts interdisciplinary research in governance and policy analysis to deepen theory, advance knowledge and improve practice, in a way that is of significance to scholars and practitioners in Australia and internationally.

## MASTER CLASSES

Our Master Classes have proven to be extremely popular and draw on the expertise and experience of the Institute's Fellows, Adjuncts and Visitors to provide advanced lessons in practice. This can include problem solving workshops where facilitation is used to help departments and agencies to develop shared understandings around complex governance problems. Alternatively, Master Classes can be more strategic in nature and involve presentations from leading experts on the latest thinking in public policy and governance, helping your organisation to stay at the forefront of thinking in the field and improve its performance in the process.

The background of the cover is a close-up photograph of interlocking puzzle pieces. The top half is dark blue, and the bottom half is a lighter blue. A bright, glowing orange light emanates from the gaps between the puzzle pieces in the lower half, creating a sense of depth and focus.

# Evidence-based policy making in the social sciences

Methods that matter

Edited by

Gerry Stoker, Mark Evans



## METHODS THAT MATTER

This Master Class invites you to work with experts to expand the range and variety of methods you use to gather and analyse evidence for policymaking. Even in these days of populism and political turmoil evidence still matters. The challenge is to make it relevant and use methods to draw it out that are suited to the challenges presented by complexity, assertive citizens and fast-paced policymaking.

Our book - *Evidence-Based Policy Making in the Social Sciences. Methods that Matter* ( Editors: Gerry Stoker and Mark Evans) - identifies a range of under-appreciated social science methods - covering both quantitative and qualitative analysis - that offer new forms of discovery just waiting to be part of an expanded toolkit. For the Masterclass you get a copy of the book and access directly to many of the authors of chapters in the book, all of whom are leading exponents of different methods.

In this three day course we want you to be able to touch base with the latest best practice on the use of Systematic Reviews, Random Controlled Trials, the analysis of Big Data, design thinking, qualitative techniques for comparison using Boolean and fuzzy set logic, citizen science, the use narrative and visuals from policy makers and citizens and the role of deliberation in policymaking. By the end of the course you should be familiar with the basic demands of all methods and able to select a few that will really help you in your day-today work.

To launch the Master Class we will organise an initial morning session in the form of speed dating tables and you will have a chance to be briefed and ask questions about several methods as you move from table to table with sessions run by academics specialists in the method, accompanied in some case by policymakers who have used the method.

Thereafter in the first day afternoon you will get to explore various methods in greater depth. The second day will involve more sessions on particular methods in detail. Each session will involve you in getting some hands-on experience with the method. The third day will start with a group exercise where you apply the method to a policy question of interest and develop your skills and understanding in an interactive manner and in the final afternoon session we will turn to the vexed issue of how to find the right method to apply to the right policy challenge. Again there will be plenty of time for discussion and debate.

The goal is that you leave the event wiser about the range of social science methods for gaining evidence with access to resources to enable you to follow up. In addition you will have worked through the application of a particular method suited to your policy challenges. Finally you will have gained a network of contacts within the University and beyond to support your development and future work.

## BOOK REVIEWS

*"This is an important book. University-based researchers, think tank staff, and policy makers, should all read it and follow its suggestions."*  
Citizen's Income Trust

*"This valuable book highlights the potential contribution of a wide range of social science research methods to policy making, and outlines suggestions for improving the research input into the policy process."* Professor Hugh Bochel, University of Lincoln

*"An accessible and informative collection, providing invaluable practical guidance, which highlights the central importance of social science to public policy."* Professor Tony Manzi, University of Westminster

*"Gerry Stoker and Mark Evans showcase tools through which to generate evidence-based policy insights. Released amidst discussions of a 'post-truth' era, this book is recommended to students looking to broaden their understanding of methods for providing meaningful evidence for policy creation".* London School of Economics Review of Books

## THE NEW DIPLOMACY AND PUBLIC SERVICE

This Master Class addresses the ‘new diplomats’ and their methods of operation. This event focuses on an evolving domain of public service where public servants are increasingly being asked to interact with their counterparts overseas (who often act with different protocols) or who are undertaking specific transnational policy activities that have, or can develop from time-to-time, a quasi-diplomatic element or representational role for Australia. This kind of activity is no longer monopolised by Ministries of Foreign Affairs like DfAT. Increasingly, public servants in departments of Health, Education or Environment or other government agencies, state and federal, are engaged in activities off-shore, in international negotiations and standard setting, or partnering with non-state actors in quasi-official initiatives.

New organisational actors in diplomacy include: philanthropic foundations; think tanks; the large international NGOs and professional/business associations; scientific bodies and other expert knowledge organisations like higher education institutions. Likewise, certain groups or individuals occasionally play diplomatic roles: ‘celebrity diplomats’; charismatic and/or esteemed figures known as ‘policy entrepreneurs’; artists, sports-people and musicians as well as diaspora communities. These actors operate in the shadow of the state and their diplomatic status and strategies remain reliant upon alliances and partnerships with official actors.

The Master Class will consider different policy sectors or fields of diplomacy:

- Cultural Diplomacy
- Diaspora Diplomacy (for example, Advance, the Australian diaspora body)
- Environmental diplomacy
- Health diplomacy
- Sports Diplomacy
- Science Diplomacy – for example, where is ‘science diplomacy’ in NISA?
- Water Diplomacy

The Master Class will address the new diplomacy at different levels of governance:

- Para-diplomacy – city and local government diplomacy; the international roles of mayors and local government officials
- National strategies – the roles of ‘international offices’ of government departments and agencies.
- International and regional organisations: the European Union, ASEAN, World Bank
- Non-state actors and diplomatic ambition: for example, Nobel prize winners like IPCC, ICBL and ICAN

The Master Class will introduce and provide an overview of key concepts:

- Globalisation and global policy making;
- Transgovernmentalism, international public management and transnational administration;
- Diplomacy vis-a-vis the ‘new diplomacy’.



The Master Class will also consider different modalities and strategies of the new diplomacy in venues as different as high-level summitry, city networks and business dialogues. Digital diplomacy is the latest vogue.

While the new diplomacy is often lauded to improve wider participation (especially that of citizens) in diplomatic activities, there are also problems and pitfalls. As a tool for 'soft power', cultural diplomacy can backfire; too much can be expected of scientists and sports-people in promoting international relations; and there can be inter-agency rivalries inside government over diplomatic 'turf'.

This Master Class will appeal to members of the APS who have an international dimension to their work. The MC is also of high relevance to those staff working in foreign delegations whether that be in Embassies and Consulates or in the offices of international NGOs.



# STRATEGIC COMMUNICATION - KEY PRINCIPLES

## WHY STRATEGIC COMMUNICATION?

Everything we do centers on communication.

It is the oxygen of every organisation - big or small, public or private.

When communication is planned, framed and targeted in a cohesive, integrated way it becomes the most powerful strategic lever in any organisation's tool kit.

Yet surprisingly, few managers and senior executives have a solid grasp of what communication is, how it works, and how to use it effectively.

As busy teams pump out reports, briefings and programs, a poor understanding of target audiences, communication channels, and an inability to shape powerful key messages often result in marginal success, or out-right failure. The damage done can be costly – not just to reputations or budgets, but also to energy and morale.

Communication is not difficult when the fundamentals are understood. And given the ubiquitous nature of media in the workplace, an insight into how public policy issues are framed is invaluable to understanding the strategic communication process.

**METHOD OF DELIVERY:** The Master class will be conducted in an interactive, seminar style, with some group work on problem solving exercises and analysis of case studies. It will include coaching and constructive feedback.

**COURSE AIMS AND OBJECTIVES:** This course aims to deepen participants understanding of communication fundamentals: what strategic communication means, and how it can be applied to almost any workplace challenge.

With a particular focus on communication frames - it will help participants understand key message concepts and how to use them with broad application.

**COURSE CONTENT:** This Masterclass will examine the 5 principle considerations of Strategic Communication:

- The Audience
- What Behaviors are required for change
- Key Messages
- The Channels of communication
- How to Evaluate the outcome



We will look at the basic tools needed to employ strategic communication principles to meet any communication challenge, big or small.

The course will include team exercises in shaping communication frameworks.

Using a contemporary example we will discuss what happens when policy reform is poorly communicated. Through group work we will determine how the use of strategic communication planning could have improved the outcome.





## MEDIA MANAGEMENT (1) KNOWLEDGE: UNDERSTANDING NEWS MEDIA

- What is the news, and what's it got to do with you?
- Challenges for government communicators
- What do journalists want? And why are they so annoying!
- What makes a good 'announceable'?
- Breathing life into dull stories
- Media Frames and Key Messages
- Building media relationships

## MEDIA MANAGEMENT (2) SKILLS: SHAPING SAVVY SPOKESPEOPLE

- What makes a good spokesperson?
- The 5-point preparation plan
- Strategic messaging under pressure
- Fronting up with confidence, authenticity and believability
- 'Us and Them' - controlling the engagement
- Building media credibility



## POWERFUL PRESENTATION AND MEDIA SKILLS FOR WOMEN

Women are naturally good communicators. They have a wide range of communication tools at their disposal and an innate ability to adapt their presentation style to suit a diversity of audience. However, women's voices are not heard in the same way men's voice are heard and understood.

There is now a growing body of research that confirms men not only speak more than women, they are also interrupted less. But perhaps more importantly, women are not called upon as frequently as men to present their ideas, offer an opinion, showcase their expertise, or act as spokesperson. The reasons are complex and reflect a broad cultural gender bias, in addition to a general reluctance by women to step up and speak out. We intend to help change that.

This course will equip women with powerful presentation and media communication skills. Delivered in two energetic sessions, participants will learn through hands on experience and feedback to tackle any communication challenge, whether its fronting the media, speaking on a panel, or delivering a keynote. A thorough understanding of communication fundamentals will enhance each participant's presentation confidence, authority, influence and style.

Video: <https://virginiahaussegger.com.au/strategic-communication/communication-skills-for-women/>

# LEADERSHIP FOR CHANGE AGENTS

*THIS COURSE IS INTENDED FOR EXECUTIVES AND SENIOR EXECUTIVES IN GOVERNMENT, BUSINESS AND NON-PROFIT ORGANISATIONS WHO WISH TO BETTER UNDERSTAND THE DYNAMICS OF LEADERSHIP AND IMPROVE THEIR CAPACITY TO LEAD.*

## COURSE AIMS AND OBJECTIVES

Change Agents who are passionate about making a real difference on complex issues such as poverty and conflict require exceptional leadership skills to operate in challenging local, national and global environments. This course is a fresh approach which looks beyond conventional ideas of leadership and management to understand the underlying dynamics of change. Leadership is a process of discovery and learning – revealing the underlying causes of complex issues and creatively intervening to make real impact. Major challenges require us to “adapt” in an evolutionary sense to new situations and environments. In adapting to constant change, leadership needs to be approached as an art – analysing the undercurrents, teasing out the contradictions, assessing the opportunities and threats, building partnerships, making critical interventions and preparing for the inevitable resistance and attacks.

## COURSE CONTENT

This course will focus on:

- The difference between technical and adaptive leadership challenges
- Distinguishing between leadership and authority
- The nature of resistance and avoidance of difficult issues
- The discovery process of diagnosing a complex challenge
- Orchestrating learning between competing values and factions
- Crafting interventions
- Partnering

## METHOD OF DELIVERY

Learning methods will include short presentations, dialogue and inquiry, peer group consultation, exercises and personal cases.

## LEARNING METHODS

- Understand the adaptive nature of change and progress
- Diagnose the underlying dynamics of multi-dimensional, complex challenges
- Develop a strategic approach to expanding problem solving repertoire
- Discover different ways of exercising leadership with and without authority
- Creatively approach “hot issues”
- Craft leadership interventions to draw attention to issues and mobilise people
- Advanced partnering skills with stakeholders
- Deal with resistance and conflict as creative forces



# DELIBERATIVE DEMOCRACY AND PUBLIC ENGAGEMENT: WHAT, WHEN, HOW

## METHOD OF DELIVERY:

The masterclass features interactive presentations and roundtable discussions on the latest research in deliberative democracy and citizen deliberation in minipublics (such as Citizens' Juries), focusing on the practical questions about how deliberation works, how and when might best be used, and how its outcomes can be measured.

## COURSE CONTENT:

The masterclass begins with a "big picture" overview of deliberative democracy, what the field has achieved and how it has been applied in Australian and global contexts (Presented by Prof John Dryzek).

The second session on citizen deliberation and minipublics focuses on the following questions: What does good deliberation look like? What does it do? How can/should it be used in the wider political process? How can it be designed? (Presented by Dr Simon Niemeyer).

The final session will take the form of interactive roundtables covering the design, implementation and use of minipublics involving participating researchers and participants.

## COURSE AIMS AND OBJECTIVES:

The masterclass aims to provide participants with a window into the latest research in deliberative democracy. It will deepen understanding of how public engagement can be improved by learning lessons from the Center for Deliberative Democracy and Global Governance's over two decades of conceptualizing, running, and evaluating minipublics

## WHY ATTEND:

- Gain enhanced understanding of the role deliberation can play in addressing intractable public policy problems
- Learn the latest research findings on what works and what does not
- Develop key competencies of deliberative design and evaluation
- Establish broad networks with valued peers
- Exchange ideas with leading experts of deliberative democracy

## COURSE PRESENTERS



**DR NICOLE  
CURATO**  
ARC  
Discovery Early Career  
Research Fellow



**DR LAIN DARE**  
Graduate Research  
Convenor and Senior  
Research Fellow



**PROFESSOR JOHN  
DRYZEK**  
Centenary Professor,  
ARC Laureate Fellow



**PROFESSOR PATRICK  
DUNLEAVY**  
Centenary Professor of  
Governance



**EMERITUS PROFESSOR  
MEREDITH EDWARDS AM**  
Emeritus Professor



**DR SELEN ERCAN**  
Senior Research Fellow in  
Political Science



**PROFESSOR MARK  
EVANS**  
Director of the Institute



**VIRGINIA HAUSSEGGER AM**  
Adjunct Professor and  
Director 50/50 by 2030  
Foundation



**CARMEL MCGREGOR  
PSM**  
Adjunct Professor and  
Academic Fellow



**DR SIMON NIEMEYER**  
ARC Future Fellow



**DR PAUL PORTEOUS**  
Adjunct Associate  
Professor



**PROFESSOR GERRY  
STOKER**  
Centenary Professor of  
Governance



**PROFESSOR DIANE  
STONE**  
Centenary Professor



**JANE HALTON AO PSM**  
Adjunct Professor



**DR TIM LEGRAND**  
Adjunct Associate  
Professor



**IAN MCPHEE AO**  
Adjunct Professor



**NINA TERREY**  
Adjunct Associate  
Professor



**DR IAN WATT AO**  
Adjunct Professor



## CONTACT US

Institute for Governance and Policy Analysis (IGPA)

University of Canberra

T: + 61 (0) 2 6201 2977

E: [IGPA.COURSEADVICE@CANBERRA.EDU.AU](mailto:IGPA.COURSEADVICE@CANBERRA.EDU.AU)

