

JSGS 806

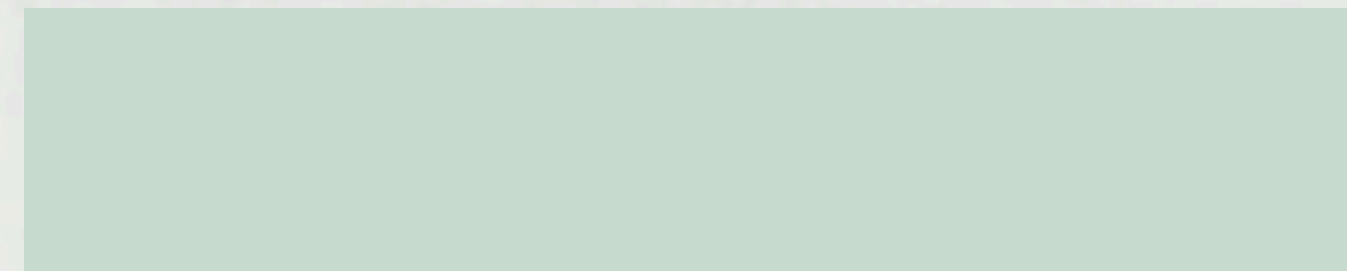
Public Policy Analysis

Ian Hanna

Strategic Communications, Issues Management, Advocacy.

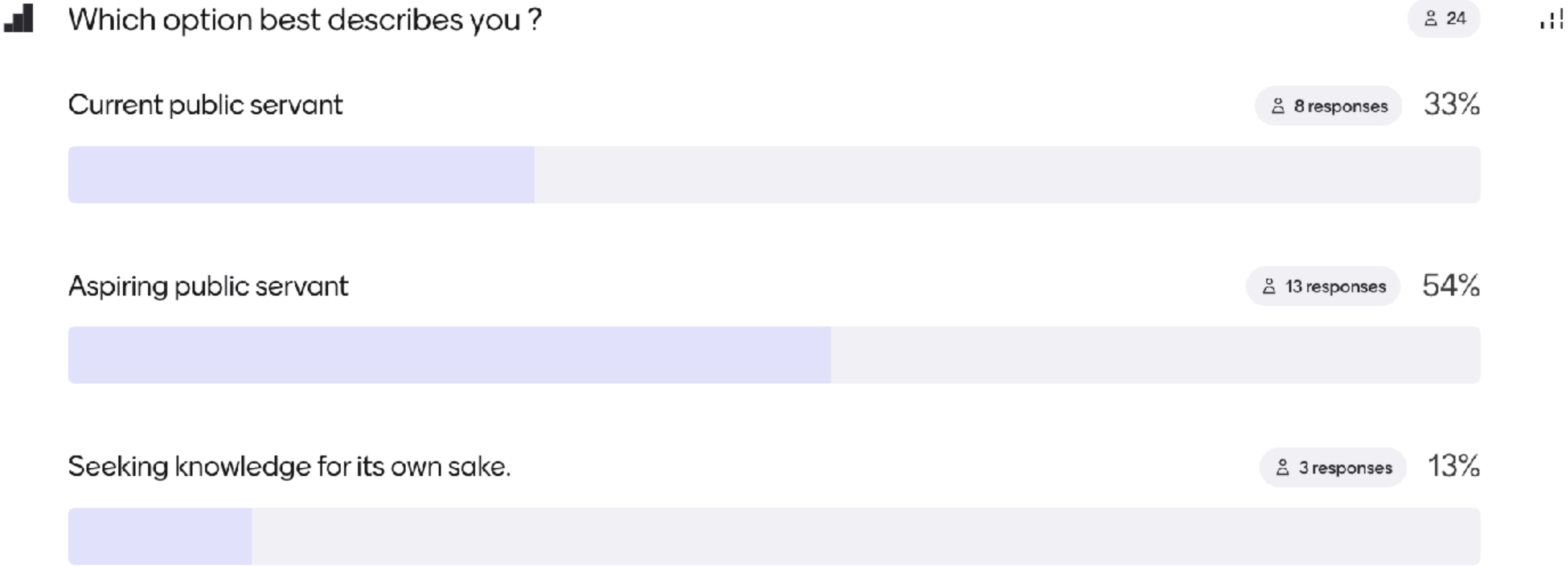
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ianhanna.ca



Start with an interactive section.

Response summary





When it comes to the next Sask. General Election....

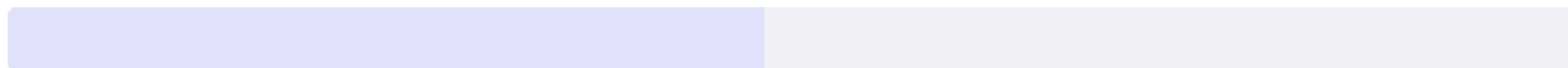
24



I am following developments with great interest and will almost certainly vote.

11 responses

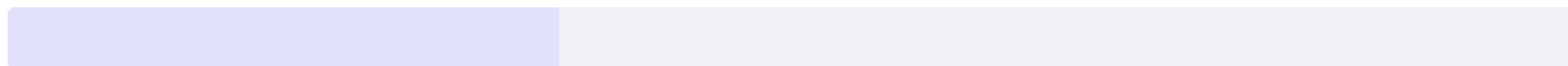
48%



I am somewhat interested, and am not sure whether/who I will vote for.

8 responses

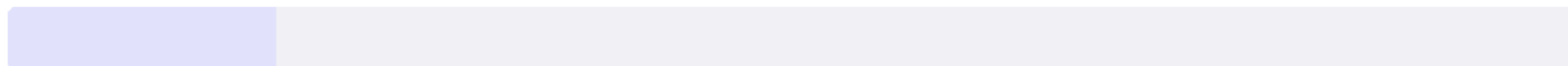
35%



I could care less/ don't have time to engage.

4 responses

17%





What words would you use to describe the Saskatchewan Public Service?

24

36

Most popular

service

4

Also prominent

inclusive

3

integrity

2

Other responses

accountable

collaborative

economics

effective

efficient

exhausting

expensive

full of opportunities

hardworking

honor

huge

inclusion

incompetence

long way to go

needs improvement

not visible

old fashioned

people-focused

privatization

professional

promising

selfless

structure

support

transparency

trying

under appreciated

Most of you are....

- Working, or.....
- Aspiring to work in;
- Saskatchewan's Professional Public Service.

Wisely you have...

- Chosen a course of study that includes....
- Analysis of the processes....
- Whereby public policies
- Arise and are enacted.



JSGS 806 – Public Policy Analysis

“...analysis of the processes whereby public policies arise and are enacted in Canada.”

My role today...

- Provide you with-
- A tiny fraction of the picture.....
- Based on 14 years as a senior communications advisor
- To a man who started out as Opposition Leader
- And became Premier.





Lessons From Life in Media:

Radical transparency.

The human need for narrative to promote
Understanding and comprehension.

The need to build context in order to create true
understanding.

Unpack and challenge all points of view.

Try to maintain an open mind and a neutral perspective.

Resilience: You will screw something up, but you can fix it
at the top of the clock.



MOVING FROM MEDIA TO GOVERNMENT

hiring

Regina Leader-Post 17 Nov 2007 By JAMES
WOOD Saskatchewan News Network

And a number of current
Saskatchewan Party Opposition
members were named to government
posts Friday.

Terri Harris has been named
deputy chief of staff and director of
operations of executive council un-
der chief of staff Reg Downs.

The Opposition's former director
of communications, Ian Hanna, will
be communications adviser to the
premier.

Kathy Young will serve as execu-
tive director of communications
heading up media relations,
interactive communications and the
premier's correspondence office.

Terry Gudmonson will be execu-
tive director of House business.

Lessons From Life in Government

Try to control the environment –don't choose to die on every hill.

Often, leadership is not about separating good ideas from bad,
Rather it's about finding the one good idea out of 10 good ideas
that will generate the greatest good.

Share knowledge and skills.

Recognize the importance of succession planning.

Ask yourself daily: *What happens if I do nothing?*

Recognize when it's time to stop talking and start acting.

Know that you will NEVER have perfect information.

The perfect cannot become the enemy of the good --- iterate, take a guess.

There's never going to be enough money to satisfy everyone, so stop trying.

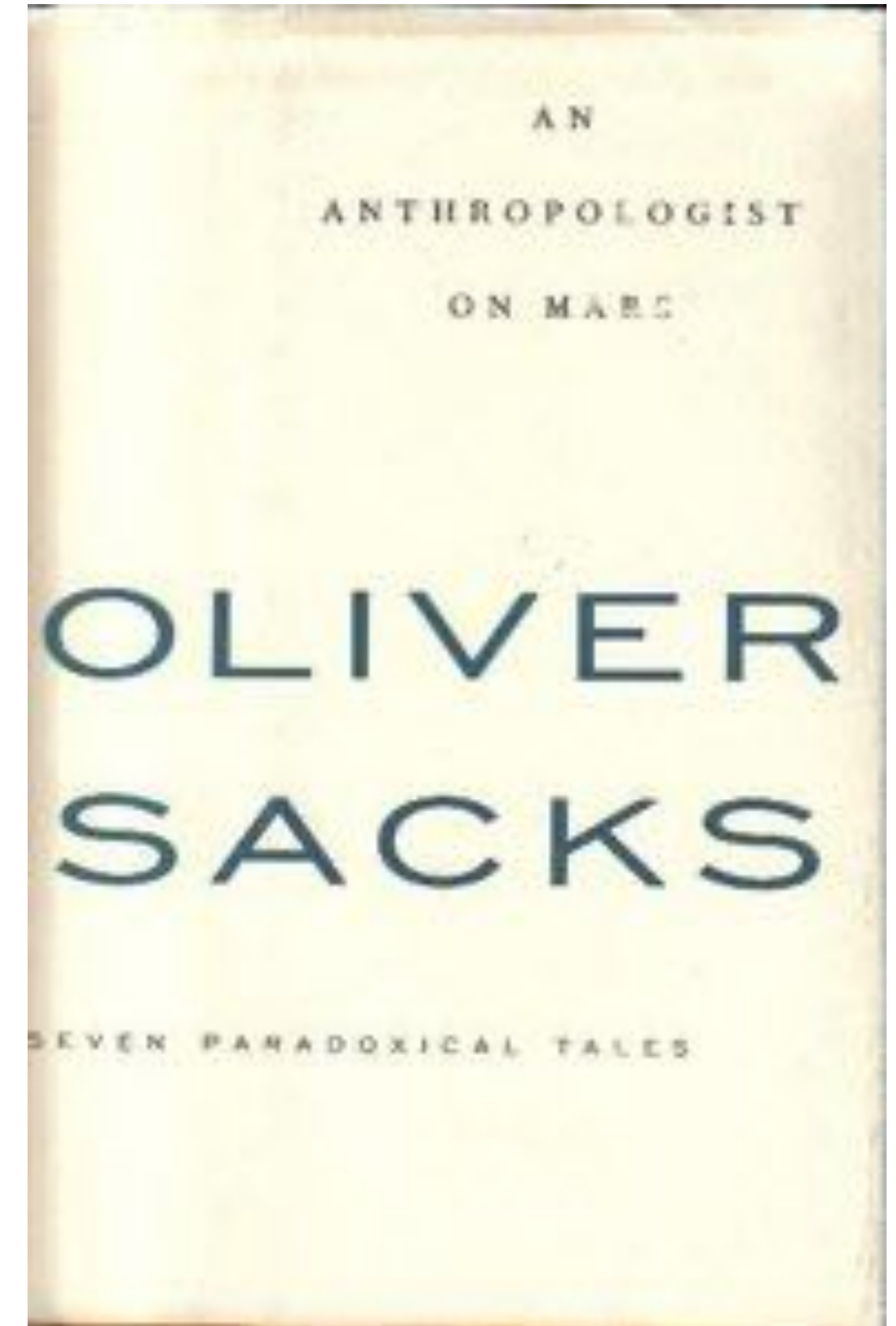
The three rules of the Cabinet Planning Office.

Derived from Michael Barber's Deliverology.

- Before doing anything, answer these questions:
 - What problem am I trying to solve (opportunity attempting to exploit) ?
 - What does “good” look like?
 - How will I know when I’m at “good”?

Spent most of my time

- Straddling the divide
- Between the elected
- And the public service



I can only tell the story from my perspective

- Working almost exclusively at the interface between the elected and the professional public servants who turned ideas into policy.
- The two groups are completely different.
 - Spent a lot of time explaining the motivations/habits of one side, to the other side.
- This was essential, if you were going to get anything done.

Challenges:

- Both groups are suspicious of the other's motivations.
- Without constant supervision, there would be no trust.
- Without trust, nothing would get done.
- Unless those working in government can understand each other's motivations, you will never bridge the divide.
- One of two things will happen:
 - You will have public policy that does not match the intent of the elected, or
 - You will have public policy that gets a government unelected.

Some examples of mistrust

From UK Tory Leadership Campaign, 01 October 2024



ITV News Politics @ITVNewsPolitics · 32s

...

Kemi Badenoch says 'five to ten per cent' of civil servants 'should be in prison'

Speaking at a [@spectator](#) event, the Tory leadership hopeful says some civil servants 'leak official secrets' and 'undermine their ministers'



'There's about 5 to 10% of them who are very, very bad - you know should be in prison bad - leaking official secrets, undermining their ministers, agitating. I had some of it in my department'

'The trick to being a good minister is to find the good ones quickly, bring them close and try and get the bad ones out of your department as quickly as possible'

11:16 AM · Oct 1, 2024 · **2,189** Views

My ***de facto*** job:

Trying to maintain/fix a relationship, characterized by....

- Mistrust
- Misapprehension
- Mis-communication

My Thesis:

You're ability to succeed as a
policy developer/catalyst/conduit:

Depends largely on your ability
to communicate your plans...

In a manner that resonates with
the elected;

Your idea must cause the elected
to make your priority their priority.

Power is a drug. Politicians take it liberally. Having to give up power is painful and humiliating. In an extreme case, such as Donald Trump, the pain can cause delusions, although the US system has devised useful rituals of transition to soften the blow, which Britain lacks. But the pain of lost power is something that all leaders feel, even the wisest. Fighting against the removal of power is a natural reflex.

Martin Kettle, Guardian.
August 5, 2022

Ian's three words

Describing the qualities that define Saskatchewan's public service:

- Hierarchical
- Precedent driven
- Risk averse

Ian's three words

Describing the qualities that define the elected

- **Fixated**

- (on what drives voter behaviour)

- **Focussed**

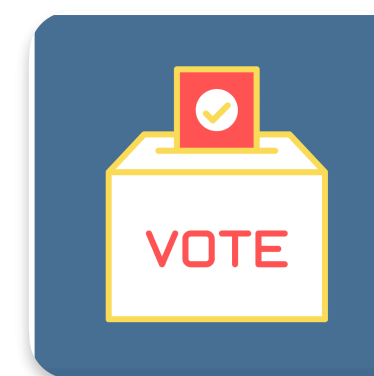
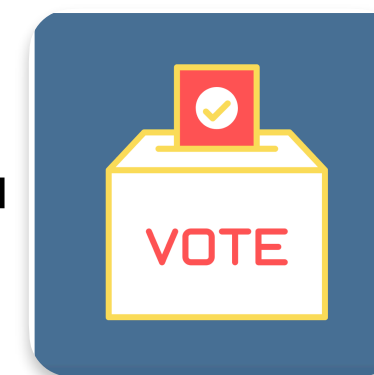
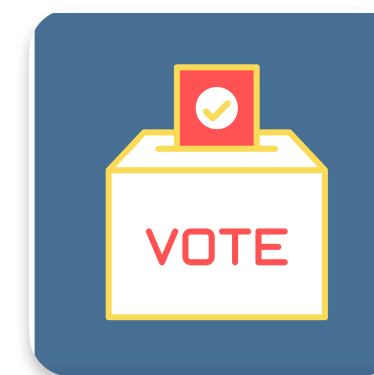
- (on delivery of improvement within an election cycle) (Leading some to describe them as impulsive)

- **Iterative/egalitarian**

- (Let's try something new and see if it works. I don't care who came up with the idea, as long as it works)

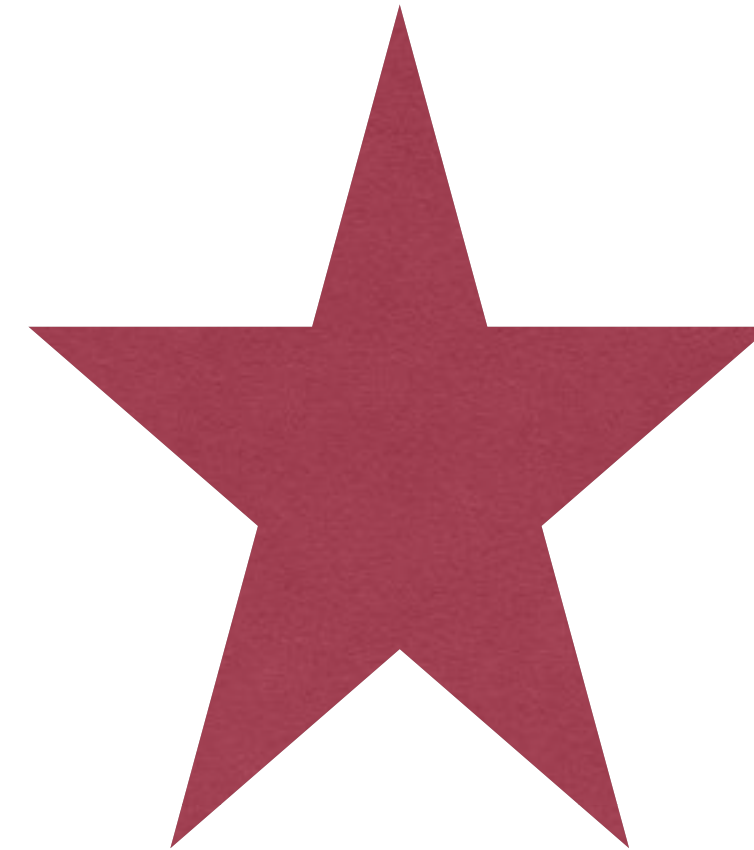
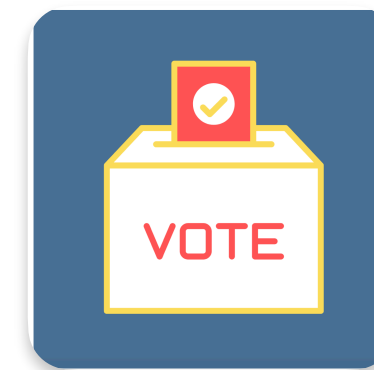
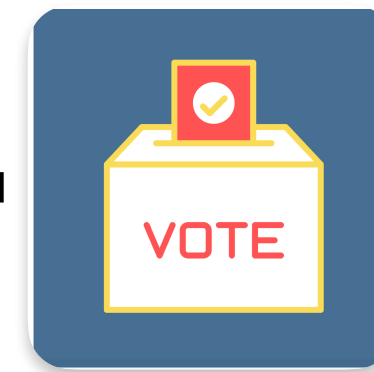
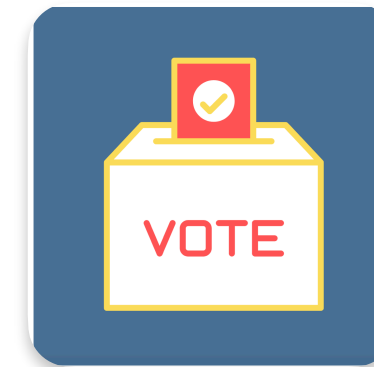
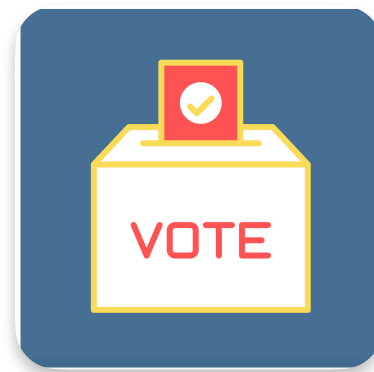
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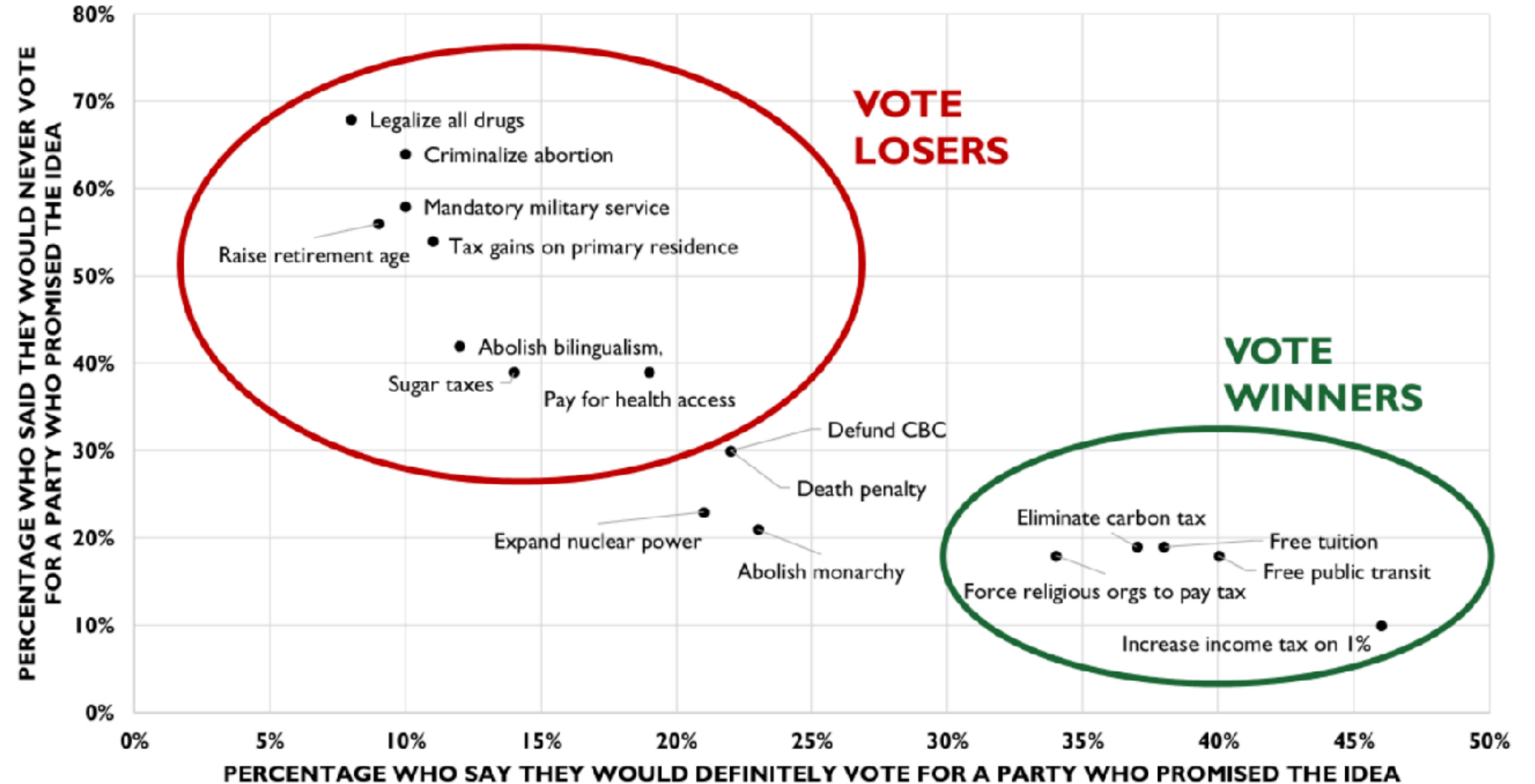
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In this question, we want you to think about policies that a political party could announce that would completely rule out you voting for that party, EVEN if you like the party's other policies. For each of the following policies, please indicate if you would vote for the party proposing that policy.

POLICY IDEAS THAT ATTRACT AND REPEL VOTERS



Abacus Data
18 August 2024

You will soon be told...

(...if you haven't already been told...)

- That good public policy must be evidence based.
- This is true.
- But that is only half the story.
- It must also be
 - Within a politician's time horizon.

Premier Clark expands kids' fruit and veggie program

Share



News Release

Courtenay

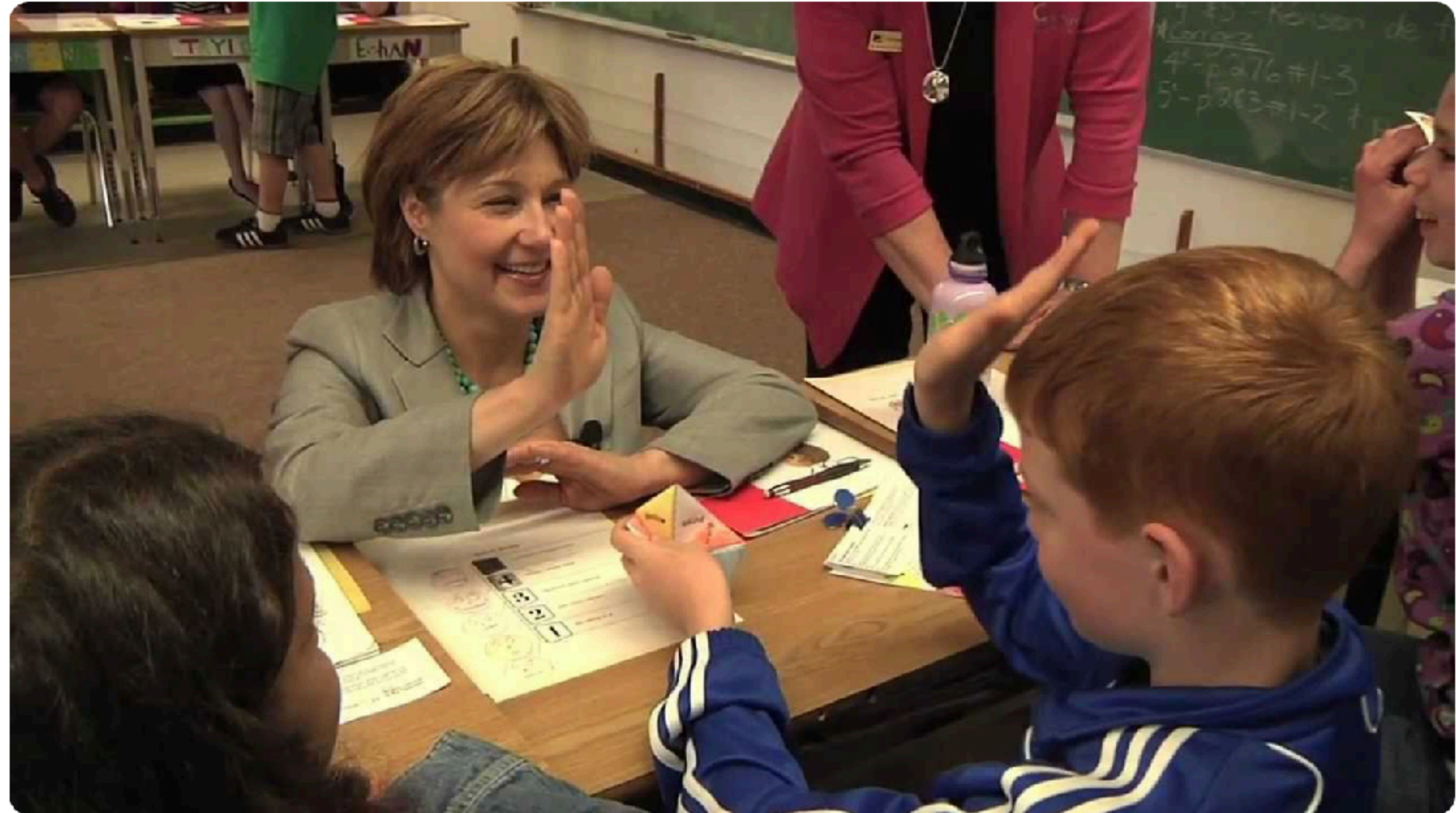
Tuesday, May 17, 2011 10:15 AM

Meet the Team

- [Cabinet Ministers](#)
- [Deputy Ministers](#)
- [Cabinet Committees](#)

More from the Premier

- [Factsheets](#)
- [Ministry Photos](#)
- [Ministry Videos](#)



More B.C. children will have access to fresh, B.C.-grown fruit and vegetable snacks in the classroom thanks to a \$3-million expansion of the BC School Fruit and Vegetable Nutritional Program, Premier Christy Clark announced.

*“How long will it be before we see
the benefits of this approach?”*

Recent report on the UK National Health Service

- The NHS is in crisis.
- Waiting lists are far too long.
- Hospitals are severely under-resourced.

NHS

**Denis Campbell and
Jessica Elgot**

Wed 11 Sep 2024 22.30 BST

 **Share**

Long NHS delays in England leading to thousands of unnecessary deaths, inquiry finds

Detailed analysis warns Keir Starmer it will take longer than five years to get waiting times back on track



 The study, commissioned by Labour, is a damning critique of how years of neglect have left the NHS 'in critical condition'. Photograph: Jeff Moore/PA

Proposed solution:

- Move from hospitals to communities
- Move from treatment of chronic disease to prevention.
- Move from analog to digital.

Doomed.

Tony Blair

On Leadership

Lessons for the 21st Century



Authors: Tony Blair

Format: Hardback

ISBN: 9781529151510

Publication Date: 05/09/2024

Publisher: Cornerstone

Year Published: 2024

Country of Publication: United Kingdom

Number of Pages: 368

Language: English

SKU: 9781529151510

Tony Blair's

Three stages of a politician's life:

- Newly Elected
 - I know nothing.
- Mid-term
 - I know everything, and I'm being thwarted.
- Late term:
 - I now realize I know nothing.



📷 Tony Blair: 'In retrospect, I would have reformed earlier, faster.' Photograph: Pedro Alvarez/The Observer



Sun 1 Sep 2024 07.00 BST

In the first flush of taking power, leaders “listen eagerly” because they grasp that they know little or nothing about governing. In the second stage, they know enough to think they know everything and become impatient with listening. Hubris becomes a danger, inviting nemesis. “You’ve got some experience, but your experience makes you believe that you know more than you actually do. And that’s the risk. That’s why I say stage two is the most difficult and many people never get to stage three.” Maturity comes with the realisation that what they know is not the sum total of political knowledge. Once again, “with more humility”, they listen and learn.

And know that politicians seem
to always be in a hurry.....

One of Blair's sternest warnings is not to put off hard decisions, but get cracking on the crunchy stuff. "In retrospect, I would have reformed earlier, faster." But don't expect it to make you popular. "If you say, 'Do you think the country needs radical change?', everyone will say, 'Yeah, yeah, it does.' But if you ask them what they mean by radical change, then you'll get five different answers. And that's the challenge of government."

Other friction points...

Between the elected and the public service

- Slow data collection
- Excessive caution

Risk aversion

- The elected have an action orientation.
- Often, the public service responds to complexity with extreme caution.
- “It’s not really broken, so let’s not futz with it”.
- Can lead to institutional paralysis.

Examples of the kinds of quick, simple “wins”
that politicians **love** and bureaucrats **hate**.



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10/11/1999 | **Verizon News Archives**

U.S. Senator Biden and Bell Atlantic Mobile Join to Help Domestic Violence Victims

U.S. Senator Biden and Bell Atlantic Mobile

Join to Help Domestic Violence Victims

State's First Wireless Phone Recycling Drive Coincides with

Domestic Violence Awareness Month

Saskatchewan

Afghan girl, 12, attends school for 1st time in Regina

CBC News · Posted: Sep 15, 2009 11:59 AM CST | Last Updated: September 15, 2009



The dream of a 12-year-old girl from Afghanistan who had never gone to school became a reality this week.

On Monday, Tahera Karimi started her first day of classes at George Lee School in Regina.

Karimi, who has cerebral palsy, came to Canada a year ago for surgery and other medical treatment to help her walk.

She has been learning English at an adult literacy program at a centre for immigrants, but she hasn't been able to go to school with children her age.

Last month, she was told that because she's a visitor to the country and not a Canadian citizen, she would need about \$10,000 in tuition to attend public school for the year.

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It was disappointing, she told CBC News, because in Afghanistan, her disability prevented her from attending school with other children.

After CBC reported on her story, the school board and the Saskatchewan Education Ministry announced the tuition requirement would be waived.

On Monday, Tahera was one of hundreds of children streaming into George Lee School.

The Grade 7 student said she had first-day jitters but was excited, too.

"I wasn't really sure if the kids would be that nice to me, but I really enjoyed the first day of school," she said.



Saskatchewan



Saskatchewan fixes essential services law after Supreme Court ruling

Saskatchewan has fixed an essential services law that the Supreme Court struck down as unconstitutional in a case with potential implications across the country.

Saskatoon StarPhoenix

Published Oct 15, 2015 • Last updated Jun 02, 2020 • 4 minute read



Saskatchewan



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The changes also remove a controversial part of the old law which said that the government could choose who was an essential worker if the two sides couldn't agree. A tribunal will now decide what services are essential if the two sides can't agree.

Instead of a conclusion

Here are a bunch of random, disaggregated and unconnected musings...

- That you may, perhaps, find useful.

Elections have nothing to do
with policy.



CBPolitics
@ClistonBrown

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One of the most encouraging developments of this election is that Kamala Harris has clearly learned something that Democrats have traditionally refused to accept:

For purposes of winning an election, policy doesn't matter. (1/)

1:53 PM · 2024-09-21 · 995K Views



CBPolitics
@ClistonBrown

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Policy matters very much AFTER YOU GET ELECTED. But governing and campaigning are two different things. The voters who are interested in policy are 1) in the minority and 2) already know who they're voting for. The people you have to convince won't be convinced by policy. (2/)

1:55 PM · 2024-09-21 · 147K Views



CBPolitics @ClistonBrown · 18h

Those of us who know and care about policy already know what either candidate is going to do. It doesn't need to be said. We've already decided.

The undecideds are low-information voters who have to be won at a gut level. (3/)

17 309 4.9K 138K



CBPolitics @ClistonBrown · 18h

Republicans have always understood this, which has been a necessity for them, because their policies have been unpopular for almost a century. They've learned to make elections about anything but policy, and as a result, they have won a lot more often than they should have. (4/)

8 348 5K 128K



CBPolitics @ClistonBrown · 18h

Democrats too often have treated elections like a document dump, just throwing out position papers and trusting the voters to give a damn.

Spoiler alert—undecided voters don't give a damn. If they cared about policy, THEY WOULDN'T BE UNDECIDED. (5/)

16 475 5.5K 121K



CBPolitics @ClistonBrown · 18h



All Democrats do by focusing on policy during elections is allow themselves to be bled to death by a thousand cuts. Harris barely stepped into the policy box one time, and the entire media pounced. Why go there? It's bad politics.

She seems to get it now. That's good. (6/6)



Narratives are crucial.

In government, compelling
stories always beat facts.

PROJECTION:



**10th Place in
Per-Student Funding**

SASKATCHEWAN **STUDENTS**



March 20, 2024

Saskatoon, Saskatchewan

The Saskatchewan Teachers' Federation's preliminary analysis of the province's education funding announcement suggests per-student funding is poised to drop even further in the national ranking, potentially landing in 10th place among all provinces. In 2015-16, Saskatchewan had the highest school board operating spending per-student in the country, according to Statistics Canada. By 2021-22, it had fallen to eighth place, representing a reduction of 20.7 percent or \$3,362 less per student, after adjustment for inflation. This preliminary analysis reveals that to maintain per-student funding at the 2015-16 level, per-student spending would need to increase by another 12 percent, which translates to an additional \$268 million on top of the already announced \$180 million.



Staff shortage sees Saskatoon boy restricted to half days at school

20 days ago 1:59

Staff shortage sees Saskatoon boy restricted to half days at school

20 days ago | [News](#) | 1:59

Hugo Stevenson, 10, who has Down syndrome and autism, is being sent home from Buena Vista School in Saskatoon at noon every day because of a lack of educational assistants. The school division says it's a temporary move until a comprehensive plan can be put in place. It says it lacks funding to cover the "significant increase" in students with complex medical and safety needs.



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FACTS



Staff shortage sees Saskatoon boy restricted to half days at school

20 days ago | 1:59

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20 days ago | [News](#) | 1:59

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STORY

Governments must have a story.

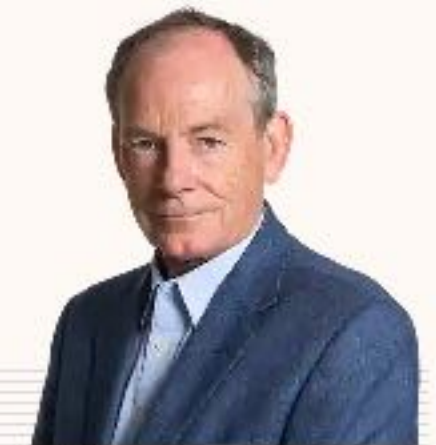
If they don't, someone will find a story for you.

- And you won't like the results....

Opinion Sue Gray

Sue Gray's salary isn't the problem – it's the backstage power struggle Starmer cannot afford

Simon Jenkins



Mere weeks into the dawn of a new Labour era, Starmer's No 10 is enmeshed in a spat more typical of a regime on its last legs

 Follow Simon Jenkins

 Notifications off

Thu 19 Sep 2024 14.46 BST



Andrew Rawnsley



Sun 22 Sep 2024 08.30
BST

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Worried ministers think that so much media prominence is being given to freebie-taking and faction-fighting because the government lacks a positive narrative

■ ■ It is hard to avoid the conclusion that the Starmer Downing Street has become seriously dysfunctional early in its life

Thoughtful members of the government attribute the prominence being given to stories about freebie-taking and faction-fighting to another factor. “We’re not getting up enough of a narrative about what we stand for,” says one. “The consequence of not having a strong narrative is that other stories fill out the picture.”



NANCY DUARTE

Best-selling author,
notable graphic designer

"Stories are the most powerful delivery tool for information. The best way to unite an idea with an emotion is by telling a story."

You need a story.

“Language and power are inextricably linked. The spoken word pushes ideas out of someone’s head and out into the open, so humankind can content with adopting or rejecting its validity.”

Forward: XVIII, Resonate
Nancy Duarte

“Use plenty of facts, but accompany them with emotional appeal.”

–Nancy Duarte: Resonate, pg. 14

- Frames are stories that structure perception.
- Set the metaphor and you set the agenda.
- All discourse is filtered through a defining metaphor.
- *Life is a journey, politics is war, time is money, love is blind.*



Frank Luntz

- Names matter- what you call something defines that thing.
- Narrative is crucial, more memorable than facts.
- Use the language of values— understand why we say what we say.
- Put impact of policies in human terms.



Luntz says language is the pivot—

- A bunny is cute
- A rabbit, ravaging your garden, is a pest.
- Use a story to control the language;
- When you control the language, you control the strategic terrain.

And remember, talk to people.
You don't know everything.

