

# POLITICAL MANAGEMENT

Researching

Managing

Advising

Strategising

Leading

Organising

Communicating

## **Political Management in Government**

AP Jennifer Lees-Marshment

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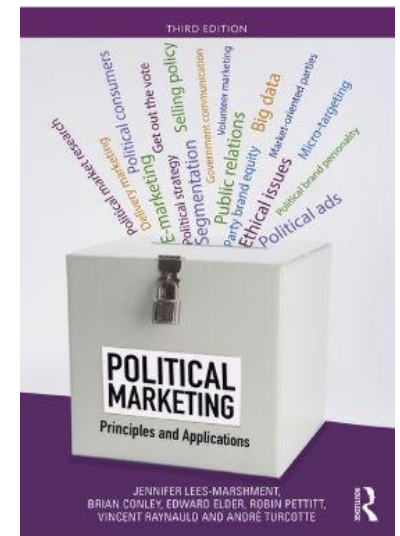
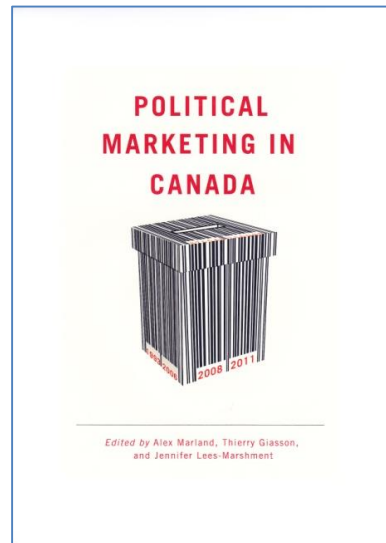
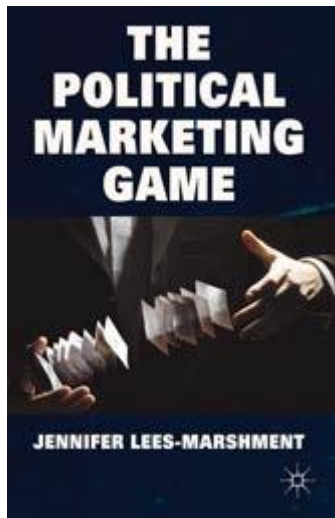
# The class today

1. How to contact me
2. Political Management in Government
3. Working as a political advisor in Government
4. The course aims
5. Written assignments
6. Participating and presenting
7. Your political manager role
8. 4.30pm: Guest speaker Mike Munro, former Chief of Staff to NZPM Jacinda Ardern, by zoom on nature of government and political advising

# The Convenor

Associate Professor Jennifer Lees-Marshment [www.lees-marshment.org](http://www.lees-marshment.org)

- Email [j.lees-marshment@auckland.ac.nz](mailto:j.lees-marshment@auckland.ac.nz)
- Student consultation appointments: please email in advance to book a time.
- Personal meetings for assignments – book on canvas, held on zoom
- Office: HSB Building 10 Symonds Street, Level 5, room 504





# POLITICAL MANAGEMENT IN GOVERNMENT

# Political Management as a topic

- Goal: use management and marketing concepts and tools in politics to help achieve politician's goals **after** they are elected

BUT in government everything is different...

# Why is Government different?

1. Day to day events make strategic thinking hard
2. Maintaining the leaders' likeable brand is difficult as they have to make unpopular decisions
3. They have to actually deliver which is not easy
4. Harder to engage in strategic comms given day to day pressures
5. Have to deal with unforeseen crises happen which derail all your plans



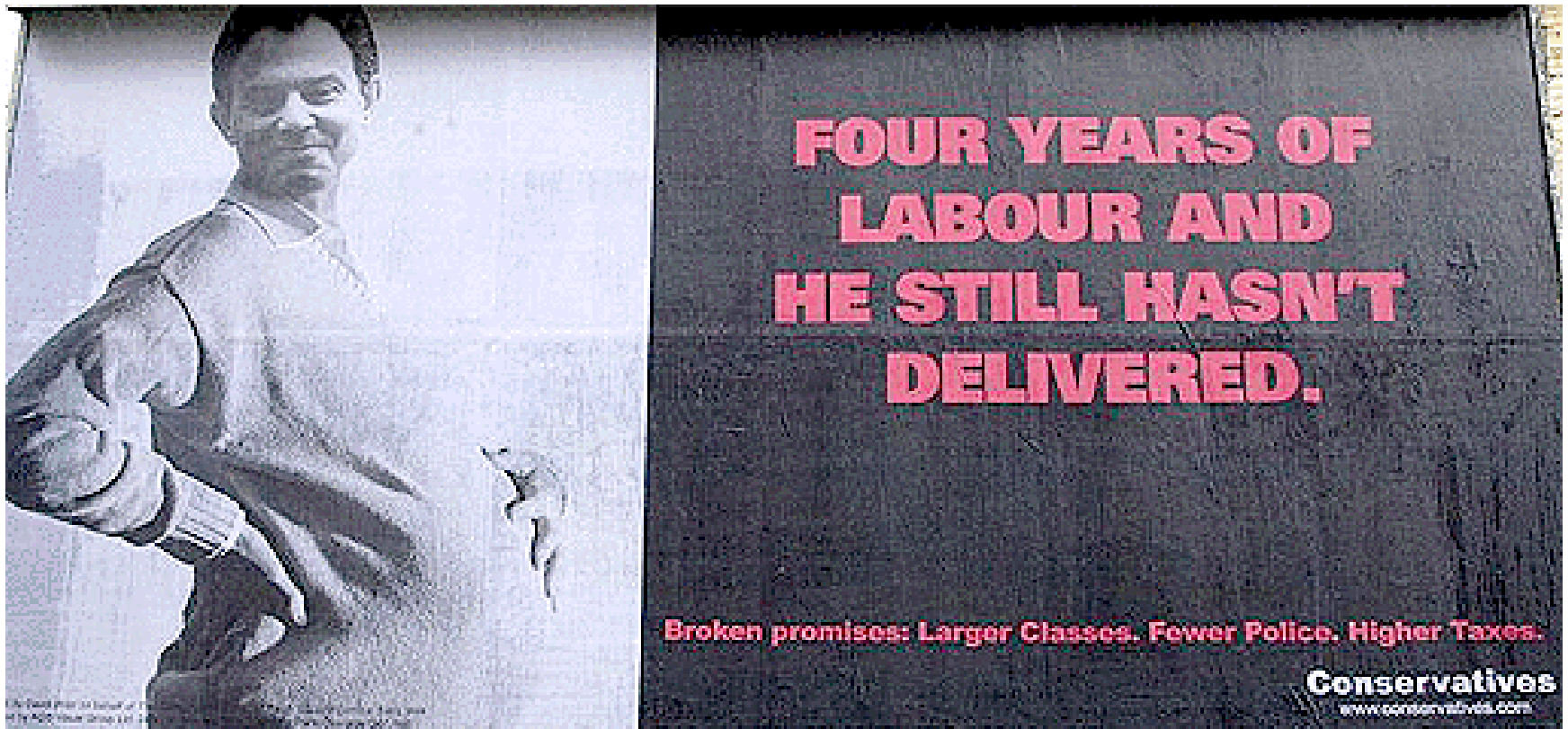
# Making time for strategy is hard



“Clearing time for strategic thinking about your own political position is incredibly hard ... setting aside time for political strategizing almost almost feels like an indulgence”

Australian Prime Minister Julia Gillard - Gillard 2014, 357.

# Delivering the political product is hard...





# Need to make communication strategic

Mike Munro (2006) said one solution was to ensure one member of staff has time to think strategically:

“The Prime Minister has a daily programme ...and so you need people handling her daily needs and her daily routines and you need someone like me who’s thinking about the bigger picture.”

He tried to make sure press secretaries “were following agreed strategies and agreed priorities and to make sure that all the government communication had a cohesion to it.”



# Pressures of (potential) crisis

Various practitioners:

“A large element of government ends up being crisis management. That’s just the nature of government really. You’re fighting fires almost every day.”

“[You have to work] against an onslaught of incoming opinion, criticism, and completely distracting distortion”

# Obama explaining challenges of government, 2012 trailer [2m]

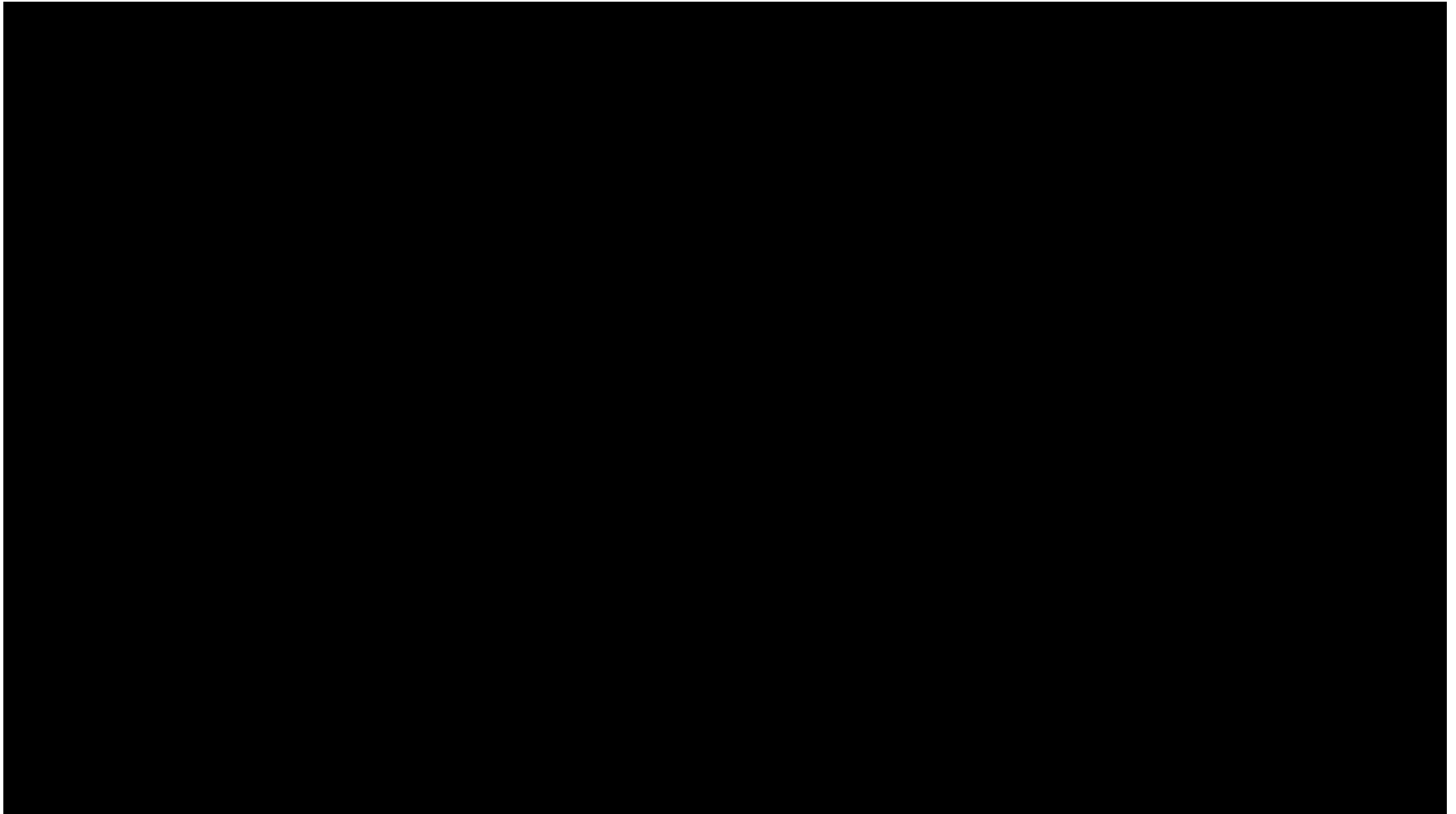
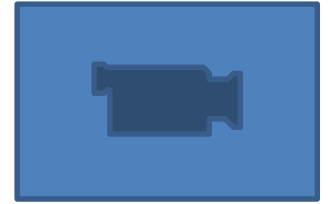




Figure 25 – Key with his then Chief Press Secretary, Kevin Taylor – sourced from <http://www.stuff.co.nz/national/politics/7084397/Live-chat-Prime-Minister-John-Key>



Figure 3 – Trudeau with his principal secretary, Gerald Butts – sourced from <http://www.nationalobserver.com/2015/11/04/news/how-gerald-butts-shaped-trudeaus-historic-win>



Figure 2 – Katie Telford, Trudeau's chief of staff – sourced from [http://www.huffingtonpost.ca/2015/10/28/katie-telford-justin-trudeau\\_n\\_8402720.html](http://www.huffingtonpost.ca/2015/10/28/katie-telford-justin-trudeau_n_8402720.html)

# WORKING AS A POLITICAL ADVISOR IN GOVERNMENT

# What do political advisors to PMs do?

- Assess political circumstances, question and recommend a range of options for action
- Be frank and honest at all times, including questioning them
- Also act as
  - Firefighters who try to calm hot issues
  - Emergency responders who deal with crisis
  - Mechanic : diagnose problem, isolate most viable solution and fixes it once client agrees
  - Psychologist: assess patient and responds with appropriate therapy

Source: Esselment et al 2014



Takes time to add value and say what  
you think in the right way



Melanie Tuala POLS 704 grad and former ministerial  
advisor [1m]

# Busy PMs need (succinct) advice







# COURSE AIMS



# Course Philosophy: future focused

Dedicated to developing your:

- Employability capabilities so that you are ready for, and employable as, practitioners in government

and

- Future vision of who you may become





You  
become a  
political  
manager

- You take on the role of a particular political manager in a PM Office
- Review academic literature (theory, past examples) to create best practice recommendations
- Analyse current use of political management by a leader against that best practice to create recommendations for future action

## Report from the Prime Minister's Office

Office of the  
Prime Minister



Cabinet du  
Premier Ministre

From:

Date:

To: Prime Minister Justin Trudeau

Title

**Purpose of the Report**

**Analysis**

**Recommendations for future action**

**Sources**

## Report from The Prime Minister's Office

DEPARTMENT  
*of the* PRIME MINISTER  
and CABINET



From:

Date:

To: Prime Minister Jacinda Ardern

Title



Australian Government

Report from The Prime Minister's Office

From:

**Purpose**

Date:

To: Prime Minister Scott Morrison

Title

**Analysi**

Purpose of the Report

**Recomi**

Analysis

Recommendations for future action

**Source:** Sources

## Academic theory

### Esselment's (2012) model for successful political marketing delivery

1. Create a separate 'delivery unit' to drive implementation.
2. Focus on delivering a few campaign promises almost immediately for 'quick wins'
3. Work with opposition parties to get legislation through parliament.
4. Build relationships with those who will affect delivery
5. Communicate delivery of policy promises with memorable events and photo opportunities.
6. Repackage and reframe promises if needed to make it unpopular to oppose them.
7. Continue market research while in government to monitor public perception of delivery progress.

## Analysis of case against theory

### 3. "Communicate real-world cases of delivery to voters"

- Giving real-world great examples is a simple and strong way to communicate what the Government have done (Mellman, 2007).
- US Democratic Governor of Michigan Jennifer Granholm was re-elected in 2006, and their direct communication of real-world cases of delivery success, especially in job creation, was highly effective (Mellman, 2007).

The Labour Government has been actually using this tactic in communicating delivery. For instance, Prime Minister announced Fees-free policy in front of the Aotea College students in December 2017 and she could have actually said that "Your first year of study will be absolutely free" (Ardern, 2017, Dec 5). PM also met with first 18 KiwiBuild homeowners and she gifted each family a mandarin tree to plant in their new garden (NZ Government, 2019, October 27). This visiting could produce several news coverages (Picture 4).



Picture 3. Prime Minister Jacinda Ardern announces, at Aotea College, free first year tertiary fees. (Source: stuff.com)



Picture 4. Prime Minister Jacinda Ardern welcomes first KiwiBuild residents. (Source: NZ Herald)

## Recommendations for future

### Recommendations

- ❑ Make a clear and realistic list government's top priorities
  - Select 5 to 6 priority policies from major issues such as health, economy, housing, education, welfare, and environment.
  - These top priorities need to be thoroughly drafted, both in terms of how they are going to be achieved and when.
  - Avoid over-promising.
- ❑ Track delivery progress
  - Launch a website, specifically make it easier and convenient for the public to access, it should comprise of tables, charts, and graphs that clearly points out what promises have been achieved, those in progress, and broken/unattended pledges.
- ❑ Communicate delivery success by creating memorable photo opportunities.<sup>26</sup>
  - For instance, while celebrating small wins of KiwiBuild, share pictures and videos on social media platforms to maximise public awareness.
  - Promises like 'fees free', and the additional \$50 towards student allowance, Ardern should go to Universities to announce such success, also, communicate the benefits.
  - Communication can be maximized through social media (Facebook, Twitter, and Instagram), press conferences, and annual reports.

# Code of conduct

1. Be open to new ways of learning and being assessed

2. Attend class prepared, having read relevant material, ready to participate

3. Use e-devices appropriately and **do not record anything in class**

4. Read the rules and instructions carefully and follow them

5. Book an online personal meeting for Reports 1, 2 and 3 on canvas and attend on zoom

6. Submit your work ahead of time via Canvas

7. Take responsibility for your learning and performance

# Course timetable: 3 parts, 3 reports

Wk	Seminar	Assignment Deadline
<b>Best Practice in Political Management in Government (Report 1)</b>		
1	<b>Tuesday 28 July 3-5pm: Introduction to concepts, course and role assignment</b> <ul style="list-style-type: none"> <li>Convenor lecture introducing the course</li> <li>Assignment to roles and team discussion</li> <li>4.30pm Guest speaker on nature of government and political advising: Mike Munro, former Chief of Staff to NZPM Jacinda Ardern, by zoom</li> </ul>	
2	<b>Tuesday 4 August 3-5pm: Workplace writing/Team presentation preparation</b> <ul style="list-style-type: none"> <li>Convenor lecture – workplace writing, Report 1 assignment</li> <li>Team presentation preparation</li> <li>4pm: Guest speaker on advising government: Ziena Jalil, Senate SHJ consultant</li> </ul>	
3	<b>Tuesday 11 August 3-5pm: Team presentations</b>	
4	<b>Tuesday 18 August – all day: Online personal meetings for Report 1</b> <ul style="list-style-type: none"> <li>Held online via zoom personal meeting</li> <li>Book your specific time online on canvas calendar</li> <li>Bring questions, ideas and draft work for us to discuss</li> </ul>	Report 1 Best Practice in Political Management due Friday 21 <sup>st</sup> August 4pm
<b>Advice for Advice for Canadian PM Justin Trudeau (Report 2)</b>		
Wk	Seminar	Assignment Deadline
5	<b>Tuesday 25 August 3-5pm: Introduction to leader</b> <ul style="list-style-type: none"> <li>3-3.30pm Guest speaker Associate Professor Paul Wilson, Political Management Programme, Carleton University</li> <li>Convenor lecture - Report 2 assignment</li> <li>Discussion/research into the case in teams and whole class</li> </ul>	
6	<b>Tuesday 1 September 3-5pm: Team Presentation Preparation and Q&amp;A on Report 2</b>	
Mid-semester break 5 September-Sunday 20 <sup>th</sup> September		
7	<b>Tuesday 22 September 3-5pm: Team Presentations</b>	
8	<b>Tuesday 29 September – all day: Online personal meetings for Report 2</b> <ul style="list-style-type: none"> <li>Held online via zoom personal meeting</li> <li>Book your specific time online on canvas calendar</li> <li>Bring questions, ideas and draft work for us to discuss</li> </ul>	Report 2 Advice for Canadian PM Justin Trudeau due Friday 2 October 4pm
<b>Advice for Political leader 2 (Report 3)</b>		
Wk	Seminar focus	Assignment Deadline
9	<b>Tuesday 6 October 3-5pm: Introduction to leader</b> <ul style="list-style-type: none"> <li>Convenor lecture - introduction to the case and Report 2 assignment</li> <li>Guest speaker (tbc)</li> <li>Discussion/research into the case in teams and whole class</li> </ul>	
10	<b>Tuesday 13 October 3-5pm: Team Presentation Preparation and Q&amp;A on Report 3</b>	
11	<b>Tuesday 20 October 3-5pm: Team presentations</b>	
12	<b>Tuesday 27 October all day: Online personal meetings for Report 3</b> <ul style="list-style-type: none"> <li>Held online via zoom personal meeting</li> <li>Book your specific time online on canvas calendar</li> <li>Bring questions, ideas and draft work for us to discuss</li> </ul>	Report 3: Advice for Political leader 2 Due Friday 30 October 4pm

# Reading

z/courses/47592/files? ☆

☰ POLITICS 704 > Files

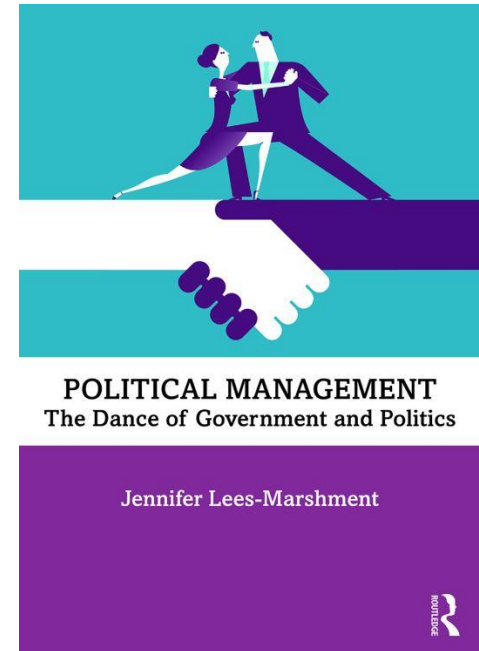
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	Name ▲	Date created	Date modified	Modified by	Size	
▼ POLITICS 704: Political Management						
▶ course_image						
▶ unfiled						
▶ Uploaded Media						
	1. Pol Man 2020 Timetable.docx	Tuesday	Tuesday	Jennifer Lees-Ma...	44 KB	✓
	2. Syllabus POLS704 Political Management...	Tuesday	Tuesday	Jennifer Lees-Ma...	468 KB	✓
	3. Background Political Management readi...	29 Jun 2020	29 Jun 2020	Jennifer Lees-Ma...	34 KB	✓
	4. Reading - Branding director.docx	29 Jun 2020	29 Jun 2020	Jennifer Lees-Ma...	39 KB	✓
	4. Reading - Crisis manager.docx	29 Jun 2020	29 Jun 2020	Jennifer Lees-Ma...	38 KB	✓
	4. Reading - Delivery Manager.docx	29 Jun 2020	29 Jun 2020	Jennifer Lees-Ma...	36 KB	✓
	4. Reading - Director of Communications.d...	29 Jun 2020	29 Jun 2020	Jennifer Lees-Ma...	40 KB	✓
	4. Reading - Strategy director reading.docx	29 Jun 2020	29 Jun 2020	Jennifer Lees-Ma...	42 KB	✓

- On canvas
  - Link from main page, or go to files
  - Tallis list/links for **core** readings  
<https://rl.talis.com/3/auckland/lists/D20AFDC0-49FC-8CF5-8802-09358FBB21B0.html>
  - Read more than one...!!!
  - Keep reading through course
- Do good job on reading for report 1, will make report 2-3 easier

# NB: we are not using this book...

- Published too late to be used in course
- Requires a complete course redesign
- Instead: draw on political marketing, comms, govt, leadership literature





# Examples of grads having impact in and outside government

- Tom James, current ministerial advisor – pictured here zooming in from minister's office
- Robin Campbell, Research and Policy Director for The Greens, on the Zero Carbon Bill
- Melanie Tuala, advisor to Judith Collins
- Brooke van Velden, Political and Media Director for ACT New Zealand, on experiences in parliament passing the End of Life Choice Act
- Meg de Ronde, Director Amnesty International
- Shawn Moodie, HRC



David Seymour   
June 29 at 7:25 AM ·   
Yesterday Brooke van Velden ACT became ACT's Deputy Leader. Brooke came out of the private sector to work in parliament on the End of Life Choice Act. She was s... See More



# Melanie Tuala on working in government



“I had a media junior advisor role and that was amazing, I found myself sitting at the board table with the CEO of ACC and saying well why is this such a good plan, and have you thought about this ...being a 24 year old and trying to figure out what this massive corporation is doing and where it should be going”

# **WRITTEN ASSIGNMENTS**

# Written Assignments and the 3 Reports = 90%

- Students need to complete 3 reports which make up 90% of the final grade:

Report	Deadline for submission	Where submit	File type	Word limit	% of final mark
<b>Report 1: Best Practice in Political Management</b>	Friday 21 <sup>st</sup> August 4pm (week 4)	Canvas	Word or pdf	2000	30
<b>Report 2: Advice for Canadian PM Justin Trudeau</b>	Friday 2 October 4pm (week 8)	Canvas	Word or pdf	2000	30
<b>Report 3: Advice for Political leader 2 (t.b.c – Ardern or Morrison)</b>	Friday 30 October 4pm (week 12)	Canvas	Word or pdf	2000	30

## **Report 1: Best Practice in Political Management**

Task: Identify best practice in your area of political management, by critically analysing academic literature on theory and past practice to identify what to do/what to avoid.

- Aim: write a summary of advice from existing academic literature that a political leader can consider to inform their future practice
- Report specific to your political manager role
- Workplace writing style
  - Will go over this next week

## Report 2: Advice for Canadian Prime Minister Justin Trudeau

Task: Provide advice to the Prime Minister on how to use political management to achieve his goals, from the perspective of your political manager role/area, using the required structure set out in Report 2 Template on Canvas.

Report from the Prime Minister's Office



From:

Date:

To: Prime Minister Justin Trudeau

Title

**Purpose of the Report**

**Analysis**

**Recommendations for future action**

**Sources**

### **Purpose of the Report**

Brief, succinct section outlining the purpose of the report  
Why should they read this memo? What is it going to do?

### **Analysis**

Longer and more in-depth section, which analyses the leader's use of political management to date, analysing primary sources against the academic theory.

### **Recommendations for action**

Core advice for what the PM should do  
Turn your understanding of the role, literature, and case into actionable advice  
Actions should be clear, specific, and doable – something the PM could put into practice

### **Sources**

## Report 3: Advice for Political leader 2 (t.b.c – Ardern or Morrison)

Task: Provide advice to the Prime Minister on how to use political management to achieve her goals, from the perspective of your political manager role/area, using the required structure set out below and in Report 2 Template on Canvas.

Report from The Prime Minister's Office

DEPARTMENT  
of the PRIME MINISTER  
and CABINET



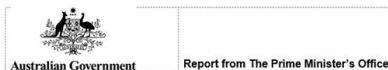
From:

Date:

To: Prime Minister Jacinda Ardern

Title

Purpose of



From:

Date:

Analysis

To: Prime Minister Scott Morrison

Title

Recommendations

Purpose of the Report

Analysis

Recommendations for future action

Sources

Sources

### Purpose of the Report

Brief, succinct section outlining the purpose of the report - Why should they read this memo? What is it going to do?

### Analysis

Longer and more in-depth section, which analyses the leader's use of political management to date, analysing primary sources against the academic theory.

### Recommendations for action

Core advice for what the PM should do

Turn your understanding of the role, literature, and case into actionable advice

Actions should be clear, specific, and doable – something the PM could put into practice

### Sources

# Feedback forms on canvas

<b>POLITICS &amp; IR PARTICIPATION ASSIGNMENT FEEDBACK FORM</b> <b>Course:</b> POLS 704 Political Management in Government, Semester 2 2020 <b>Marker:</b> Jennifer Lees-Marshment <b>Assignment:</b> Report 1 Best Practice in Political Management	
<b>Student:</b>	
<b>INITIAL CHECKS</b>	
Focused on political manager's specific role	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Unfocused or not on expected role	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Reviews a wide range of key relevant theories from academic literature	<input type="checkbox"/>
Includes discussion of empirical examples of past practice from the academic literature	<input type="checkbox"/>
Offers excellent, thoughtful and original best practice advice	<input type="checkbox"/>
Provides evidence and sources throughout the report	<input type="checkbox"/>
<b>WORKPLACE WRITING STYLE</b>	
Highly effective workplace writing e.g. simple, comprehensible, action-oriented	<input type="checkbox"/>
Highly effective use of presentational devices to illustrate key content and clearly visible recommendations	<input type="checkbox"/>
Highly succinct, concise, focused and within word count guidelines	<input type="checkbox"/>
<b>OVERALL VALUE FOR A POLITICAL LEADER</b>	
Overall, a political organization/practitioner would find it useful and easy to read	<input type="checkbox"/>

<b>OVERALL COMMENTS</b>	
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<b>POLITICS &amp; IR PARTICIPATION ASSIGNMENT FEEDBACK FORM</b> <b>Course:</b> POLS 704 Political Management in Government, Semester 2 2020 <b>Marker:</b> Jennifer Lees-Marshment <b>Assignment:</b> Report 2 Advice for the Canadian Prime Minister Justin Trudeau	
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<b>Student:</b>	
<b>INITIAL CHECKS</b>	
Focused on political manager's specific team/area	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Unfocused or not on expected role/area	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Follows set template with all required sections: Purpose of the Report, Analysis, Recommendations for Action and sources	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Misses most or all sections	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>CONTENT</b>	
The Purpose provides a succinct and clear outline of what the report is about	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Purpose is unclear	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Highly original and in-depth analysis of the organization/politician's recent behaviour, analysing a wide range of primary sources against academic theory	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Poor quality analysis e.g. relies on secondary sources, fails to use academic theory or analyse primary sources, relying on secondary sources such as media reports or vague assertion	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Recommendations are excellent, specific and could be put into practice	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Recommendations are vague, generalized, off-topic or impractical	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Provides evidence and sources throughout the report	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Fails to provide enough sources to back up points made, asserting opinion without research or evidence	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>WORKPLACE WRITING STYLE</b>	
Highly effective workplace writing e.g. simple, comprehensible, action-oriented	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Ineffective workplace writing e.g. lengthy, complex, descriptive, passive tone, like an essay	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Highly effective use of presentational devices to illustrate key content and clearly visible recommendations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Limited or ineffective use of presentations devices to convey key content, recommendations are buried in the report	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Highly succinct, concise, focused and within word count guidelines	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Meandering, lengthy, unnecessary and irrelevant content, and over length	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>OVERALL VALUE FOR A POLITICAL LEADER</b>	
Overall, a political organization/practitioner would find it useful and easy to read	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The report is not really something which a political organization/practitioner could use or read quickly, it's more like an essay	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>OVERALL COMMENTS</b>	
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<b>POLITICS &amp; IR PARTICIPATION ASSIGNMENT FEEDBACK FORM</b> <b>Course:</b> POLS 704 Political Management in Government, Semester 2 2020 <b>Marker:</b> Jennifer Lees-Marshment <b>Assignment:</b> Report 3 Advice for Political leader 2 (t.b.c – Arden or Morrison)	
<b>Student:</b>	
<b>INITIAL CHECKS</b>	
Focused on political manager's specific team/area	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Unfocused or not on expected role/area	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Follows set template with all required sections: Purpose of the Report, Analysis, Recommendations for Action and sources	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Misses most or all sections	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>CONTENT</b>	
Purpose provides a succinct and clear outline of what the report is about	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Purpose is unclear	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Highly original and in-depth analysis of the organization/politician's recent behaviour, analysing a wide range of primary sources against academic theory	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Poor quality analysis e.g. relies on secondary sources, fails to use academic theory or analyse primary sources, relying on secondary sources such as media reports or vague assertion	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Recommendations are excellent, specific and could be put into practice	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Recommendations are vague, generalized, off-topic or impractical	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Provides evidence and sources throughout the report	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Fails to provide enough sources to back up points made, asserting opinion without research or evidence	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>WORKPLACE WRITING STYLE</b>	
Highly effective workplace writing e.g. simple, comprehensible, action-oriented	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Ineffective workplace writing e.g. lengthy, complex, descriptive, passive tone, like an essay	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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Limited or ineffective use of presentations devices to convey key content, recommendations are buried in the report	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Highly succinct, concise, focused and within word count guidelines	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Meandering, lengthy, unnecessary and irrelevant content, and over length	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>OVERALL VALUE FOR A POLITICAL LEADER</b>	
Overall, a political organization/practitioner would find it useful and easy to read	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The report is not really something which a political organization/practitioner could use or read quickly, it's more like an essay	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<b>OVERALL COMMENTS</b>	
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# Expected commitment

This is a typical graduate course which means:

- It is not easy and simple, but challenging and complex
- It requires the usual hours
  - 10 hours per week = 150 hours
- Each assignment needs 40 hours+
- Involves re-drafting
- Good news: you learn valuable workplace skills for getting, and doing, a job

# Different stages to doing Report 1

Potential time	Activity
2+ days	Reading literature and making notes
½ day	Brainstorming recommendations for best practice
½ day	Preparing presentation for class
1 day	Writing first draft of your own, individual report
½ day	Using presentational devices to improve the written report
½ day	Redrafting
2 hours	Final redraft/polish

# Importance of meeting deadlines

- Part of professional attributes in graduate profile
- In government meeting deadlines matters. For example:
  - If something is not submitted on time it can risk the process stalling or cause big political problems if the right procedure was not followed
  - If a communications adviser finishes talking points on a breaking crisis for the minister after Question Period has begun, they risk the minister making up answers on the fly which could embarrass and derail the government

# Submission

- See syllabus
- Online via canvas
- Word or pdf file via canvas
- Deadlines same as in workplace
  - Any work submitted after the deadline will be marked as late and grade penalties will apply
  - Extensions only available for good cause with documentation – see syllabus late submission policy
    - True also of ongoing issues - register with [Student Disability Services](#)
  - No excuses re submitted wrong file etc
  - See syllabus for detail and support available

**PARTICIPATING AND PRESENTING**

# Participation

- A 10% mark is awarded for contributing to class discussions and group presentations.
- You will be marked on:
  - Attendance
  - Participation in class discussion
  - Delivering presentations
  - Giving feedback to other students after their presentation

# Presentations to deliver

1: Best practice in political management	2: Advice for Canadian PM Justin Trudeau	3: Advice for Political leader 2 (Arden or Morrison, t.b.c)
<ul style="list-style-type: none"><li>• Summary of what the area is about</li><li>• A summary of key theory</li><li>• Key empirical examples that illustrate the different theories</li><li>• A few best practice recommendations from the literature</li></ul>	<ul style="list-style-type: none"><li>• Purpose of your presentation</li><li>• Analysis of current practice against academic research (theory and empirical/past cases)</li><li>• Recommendations for what he should do in future</li></ul>	<ul style="list-style-type: none"><li>• Purpose of your presentation</li><li>• Analysis of current practice against academic research (theory and empirical/past cases)</li><li>• Recommendations for what he should do in future</li></ul>
Tuesday 11 August	Tuesday 22 September	Tuesday 20 October

**GETTING ADVICE**



*First, please read the syllabus*

# Getting help

- Contact details
  - Email [j.lees-marshment@auckland.ac.nz](mailto:j.lees-marshment@auckland.ac.nz)
  - Office: HSB Building 10 Symonds Street, Level 5, room 504
  - Zoom personal meeting room:  
<https://auckland.zoom.us/j/2669182503>
- Student consultation appointments: Email in advance to book a time.
  - On campus best days will be Monday-Tuesday
- Personal meetings for each assignment via zoom in class time

# Personal meetings for assignments via zoom

Report assignment	Personal meeting
<b>Report 1: Best Practice in Political Management</b>	Tuesday 18 August 2-6pm <u>t.b.c</u> once enrolments are clear. <i>See canvas for specific times once semester starts</i>
<b>Report 2: Advice for Canadian PM Justin Trudeau</b>	Tuesday 29 September 2-6pm <u>t.b.c</u> once enrolments are clear. <i>See canvas for specific times once semester starts</i>
<b>Report 3: Advice for Political leader 2 (<u>t.b.c</u> – Ardern or Morrison)</b>	Tuesday 27 October 2-6pm <u>t.b.c</u> once enrolments are clear. <i>See canvas for specific times once semester starts</i>

## *Book on canvas*

1. Open Calendar (on the left in canvas)
2. Go to appointments (on the right)
3. Click on 'find an appointment'
4. Select course, press submit
5. View appointments
6. Click on your chosen time and press reserve'

NB: Book by 8am on the day




# Reviewing draft work

We can:

- Share files via zoom chat or screen share
- Discuss questions you have
- Identify some areas for improvement

I cannot:

- Read the whole draft
- Pick up every potential area of weakness
- Tell you how to make it A+.

SHARE FILES via zoom chat
<p>Ensure you have switch on 'hosts and participants can send files through the in-meeting chat' on the zoom settings</p> <p>File transfer </p> <p>Hosts and participants can send files through the in-meeting chat. </p> <p><input type="radio"/> Only allow specified file types </p> <ul style="list-style-type: none"><li>• Go into chat (the white box, normally on the right)</li><li>• Click on 'send file'</li><li>• I can then get and read the file and make comment</li></ul>

# **YOUR POLITICAL MANAGER ROLE**

Strategy Director – Branding  
Director - Delivery manager –  
Director of Communications -  
Crisis manager

# Your team and role

- You go into one political management role within the political office
- You stay in the same role for the whole course

# The Political Managers

- **Strategy Director** – maintaining a market-orientation/responsiveness to the public in terms of the leader and policy, positioning, strategic direction, public opinion, polling
- **Branding Director** – brand analysis, maintenance, rebranding of the political leader's brand personality and government brand
- **Delivery manager** – communication of government delivery of election promises and managing any failures/problems
- **Director of Communications** - proactively create and direct communication to help maintain a positive leader reputation
- **Crisis manager** - manage the government's crisis communication – reactive short and long term management, and proactive actions to prevent crisis

# Ballot for Political Management Role

	1 <sup>st</sup> choice	2 <sup>nd</sup> choice	3 <sup>rd</sup> choice
Strategy Director			
Branding Director			
Delivery manager			
Director of Communications			
Crisis manager			



# Assignment of roles

- Once assigned, move into your groups and introduce yourself:
  - Your name
  - Background
  - Your study goals for this course/degree
  - Initial thoughts on your area of political management

**QUESTIONS ON THE COURSE**

# Discussion and questions

- In small groups, discuss the course and whether anyone has any questions they want answered
- Report back with the questions

# Next week - Tuesday 4 August 3-5pm

## **Workplace writing and Team presentation preparation**

- Convenor lecture: Workplace writing, Report 1 assignment
- Team presentation preparation
- 4-4.30pm: Guest speaker on advising government: Ziena Jalil, Senate SHJ consultant
- 4.30pm – more team presentation preparation

**GUEST SPEAKER**

## 4.30pm: Guest speaker



Mike Munro, former  
Chief of Staff to NZPM  
Jacinda Ardern, by  
zoom on nature of  
government and  
political advising