
Managers can influence the formulation or modification of policy by doing the following:

- Helping shape the policy agenda by defining and documenting problems that need to be addressed, developing and evaluating solutions to the problems, and shaping the political circumstances affecting problems and solutions
- Helping develop specific legislation by participating in the drafting of legislation or testifying at legislative hearings
- Documenting the case for modification of policies by sharing operational experiences and formal evaluations of the impact of policies

Managers can influence the implementation of policy by doing the following:

- Providing formal comments on draft rules and regulations
- Serving on and providing input to rulemaking advisory bodies
- Interacting with policy implementers

Exerting influence on public policy through each of the means listed previously requires effective and persuasive communication.

Figure 14.7. Influencing public policy.

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