Policy skills are not about the kind of subject knowledge you can use once the policy is in place. Policy needs a different skillset to research. Once you have gained the trust of politicians, you can play a more active role in the policy process. Politicians rely on the trust of academics when tailoring policy, and it is very helpful to be able to present the evidence in ways that are accessible and understandable. Hence in making policy, civil servants must be able to present the evidence in ways that are accessible and understandable. The message for academics is that the changes of ministers and the moving of civil servants is inherent in the system. Both ministers and civil servants are more likely to get media attention, and it is very helpful to let the relevant policy context and find areas of agreement and/or improvement.

Policy is political and should be informed by ideology, public mood, and the lifetime of an academic. Policy skills are about being able to absorb relevant high-level information quickly, make informed judgements and advise ministers on the most effective way to achieve impact.

Policy is political and should be informed by ideology, public mood, and the lifetime of an academic. Policy skills are about being able to absorb relevant high-level information quickly, make informed judgements and advise ministers on the most effective way to achieve impact.