

Public Sector Policy



Seminar 1:

➔ Effective Programme Evaluation

Evaluation research skills for programme administrators, policy developers, advisors and analysts

27 – 28 May 2010, Intercontinental Hotel, Wellington

Seminar 2:

➔ Effective Policy Analysis and Development

Analytical thinking, information gathering and policy drafting skills for effective policy outcomes

24 – 25 June 2010, Intercontinental Hotel, Wellington

Seminar 3:

➔ Managing Policy Projects

Project planning skills for policy developers, advisors and analysts

14 – 15 July 2010, Museum Hotel, Wellington

Seminar 4:

➔ Economics and Cost Benefit Analysis for Policy Makers

Fundamentals of Economics for Public Policy Makers

10 & 11 June 2010, Duxton Hotel, Wellington

➔ TRAINERS:



Michael Mintrom



Stuart McDougall

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Effective Programme Evaluation

➔ 27 – 28 May 2010, Intercontinental Hotel, Wellington

Learning outcomes:

- The role of evaluation in the contemporary public sector
- Classical experimental design as the 'gold standard' for evaluation studies
- Understanding the needs of the evaluation sponsor
- Establishing the focus, scope, and purpose of an evaluation
- Developing a suitable and manageable research design
- Implementing and managing an evaluation
- Organising interviews, surveys, and other data collection methods
- Managing and combining primary and secondary data
- An overview of quantitative and qualitative methods for data analysis
- Building organisational learning into the evaluation process
- The uses of evaluation results

Who should attend?

All those involved in planning for, and producing policy at a local and central government level, including policy analysts who are new to their role, or analysts who would like to update and refresh their policy skills.

Programme Evaluation: An Overview

- Definition of evaluation
- The place of evaluation in the policy process
- Outcome and process evaluation
- Evaluation and other research initiatives
- Linking evaluation to evidence-based policy development, best practice interventions, creating organisational report cards, and organisational learning

Understanding a Programme

- Characterising the programme
- Getting to know the programme
- Identifying programme goals
- Programme theory and implementation theory
- Building a programme theory
- Comparing programme theory to actual developments

Identifying Issues and Formulating Questions

- Assessing the need for a programme
- Good evaluation questions
- Devising specific questions for the evaluation
- Prioritising questions to be explored

Assessing and Monitoring the Programme Process

- Setting criteria for judging programme process
- Common forms of programme process evaluation
- Assessing service utilisation
- Assessing organisational functions

Assessing and Monitoring Program Outcomes

- Identifying relevant outcomes
- Establishing base-line and current outcomes
- Considering unintended outcomes

Assessing Program Impact: The Classic Experimental Design

- Planned variation
- The classic experimental design
- Analysing experimental results
- Coping with difficulties that arise
- Conditions that make randomised experiments difficult
- Criticisms

Alternative Strategies for Program Evaluation

- Quasi-experimental research designs
- Qualitative methods
- Cost benefit and cost effectiveness analysis
- Meta-analysis
- Triangulation and replication
- Taking Stock and Looking Ahead

Working with Programme Stakeholders

- Identifying key individuals and groups associated with the programme
- Developing a communication plan
- Making effective use of an advisory committee
- Gathering advice, acting upon it, and reporting back

Measurement Issues

- Dependent and independent variables
- Desirable characteristics of variables
- Concepts and measures
- Measuring variables
- Using multiple measures
- Markers of progress
- Program inputs, resources, and environments

Techniques for Data Collection

- Sources of data
- Sampling
- Interviewing
- Coding responses
- Utilising existing statistical data
- Merging primary and secondary data

Techniques for Data Analysis and Interpretation

- Regression analysis
- Working with limited dependent variables
- Working with censored data
- Time series analysis
- Choosing case studies based on analysis of quantitative evidence
- Working with qualitative data
- Good practice in data presentation and interpretation

Presenting and Utilizing Evaluation Findings

- Meeting expectations of the immediate client
- Supporting change processes
- Serving multiple audiences
- Exploring opportunities for broader dissemination

Aspects of Ethical Practice

- Understanding the programme and its place
- Maintaining high technical quality
- Using balance and judgment
- Adopting a utilization focus from the outset
- Behaving with integrity when working with others
- Surviving under difficult circumstances

Continuing to Build Your Evaluation Research Capabilities

- Inviting feedback and constructive criticism
- Lesson drawing from other evaluation work
- Joining professional associations
- Improving your professional reading habits
- Integrating an evaluation mindset into your everyday work

Seminar Review and Evaluation

An interactive discussion focusing on topics covered in the seminar, issues that have arisen as the seminar has progressed, what participants have gained from the seminar, how participants will integrate what they have learned into their work practices, and how the seminar could be improved or extended in the future.

Trainer:

Michael Mintrom



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Seminar 2:

Effective Policy Analysis and Development

➔ 24 – 25 June 2010, Intercontinental Hotel, Wellington

Learning outcomes:

- Connecting policy development to project management
- Using project management to integrate the stages of policy development
- How to work effectively with others to promote sound policy solutions
- Assessing tasks, activities and work requirements
- Allocating resources appropriately and in a timely manner
- Managing multiple projects

Who should attend?

All those involved in planning for, and producing policy at a local and central government level, including policy analysts who are new to their role, or analysts who would like to update and refresh their policy skills.

Day One

Setting up policy projects

Policy project management: An overview

An introduction to the key steps in project management. This includes a discussion of the merits of applying project management techniques within the policymaking process.

- Steps in the project management process
- Justifications for using project management techniques
- The policymaking process and opportunities to apply project management techniques
- Keeping focused on the big picture
- The “just enough” methodology perspective

Initiating a policy project

A survey of activities associated with formally launching a policy project. Emphasis is placed on the importance of starting a project with a clear sense of the objectives and responsibilities associated with it.

- Defining the project
- Identifying the sponsor, manager, and stakeholders
- Clarifying objectives and responsibilities
- Establishing a project repository or binder
- Creating a project charter

Building and maintaining an effective team

A review of keys to successful teamwork. Much of project management involves getting work done through other people. Given this, the ability to build and maintain effective teams is crucial to successful project management.

- The logic of teamwork
- Membership selection
- Clarifying team goals and aligning incentives
- Assigning tasks and clarifying process steps
- Elements of team communication

Basic planning activities

An examination of the elements associated

with developing the baseline project plan; the agreed course of action against which actual performance is tracked.

- The planning process
- Creating a Task List or Work Breakdown Structure (WBS)
- Setting Milestones
- Estimating task duration
- Assigning people to tasks
- Project budgeting
- Compiling the baseline project plan

Using scheduling techniques

Project plans can become more effective management tools when broader time constraints are recognised and when the dependencies among project tasks are fully understood. Here we review ways to estimate the duration of project tasks, review the application of critical path analysis, and discuss ways to reduce project bottlenecks.

- Improving task duration estimates
- The virtues of doing things fast
- Creating a PERT chart or network diagram
- Identifying the critical path of the project
- Ways to shorten the overall duration of a project
- Resource levelling

Conclusion: Taking stock and looking ahead

An interactive discussion concerning the material covered to this point, what participants should do to prepare for what comes next, and an overview of the focus for Day Two.

Day Two

Managing policy projects

Linking project planning and the policy process

A review of aspects of the policy process, as seen through a project management perspective. Consideration is given to how project management techniques can facilitate delivery of high quality conceptual, analytical, and evaluative work in contexts where strong opinions and powerful interests are ever present.

- Typical policy projects
- Tasks for policy analysts
- Working with the project management framework
- The politics of policy project management
- Managing relationships professionally and with political savvy

Assessing and managing risk

An exploration of typical risks to policy projects and effective ways to reduce the chances that any event will adversely affect the process and the deliverables. The key insight here is that the management of risk is central to all project management.

- Understanding risk and uncertainty
- Thinking in terms of adverse events, probabilities, and impacts
- Identifying and documenting project risks
- Analysing and prioritising risks

- Working to mitigate the probability and impact of risks
- Developing contingency plans
- Risk management as a mindset

Controlling the execution of policy projects

An examination of the actions project managers must take to ensure that policy project work is undertaken as planned. Consideration is also given to what must be done when projects run into trouble.

- Transitioning from planning to control
- Monitoring and controlling project work
- Tracking quality, time use, and expenditures
- The importance of effective communication
- Facilitating effective meetings
- Managing risk and issues
- Dealing with team issues
- Keeping good relations with the sponsor and stakeholders
- Handling conflicts

Closing out policy projects

A review of actions you can take to maximise the impact of the project deliverables and ensure that insights gained during project execution are carried over to future policy projects.

- Making a “Punch List” of promised deliverables
- Making a project completion checklist
- Managing relations with the sponsor and other key stakeholders
- Keeping the team functional until the end
- Creating team closure
- Maximising learning from the project process
- Transferring lessons learned

Managing broader programmes

A review of approaches you can use to ensure that your contributions remain strong and useful to others, even as you are required to contribute to – or take the lead in managing – multiple projects.

- Thinking in portfolio terms
- Acknowledging scarcity of resources
- Prioritising project work
- Drawing linkages between each project and broader organisational goals
- Drawing linkages between projects
- Working with others to enhance organisational productivity
- Coping with project overload

Seminar review and evaluation

An interactive discussion focusing on topics covered in the seminar, issues that have arisen as the seminar has progressed, what participants have gained from the seminar, how participants will integrate what they have learned into their work practices, and how the seminar could be improved or extended in the future.

Trainer:
Michael Mintrom



Managing Policy Projects

➔ 14 – 15 July 2010, Museum Hotel, Wellington

Learning outcomes:

- What policy analysis involves and its typical institutional settings
- The attributes required to be an effective policy analyst
- What role government plays in society and its limitations and strengths compared with other social institutions, including markets
- How to integrate market analysis, cost-benefit analysis, comparative institutional analysis, and evaluation methods into your policy research
- How to effectively engage in consultation, team work, and conflict management during policy formulation
- How to clearly scope and develop your policy ideas and present your policy analyses effectively for multiple audiences
- How to work effectively with others to promote sound policy solutions

Who should attend?

All those involved in planning for, and producing policy at a local and central government level, including policy analysts who are new to their role, or analysts who would like to update and refresh their policy skills.

An introduction to policy analysis

- The role of policy analysis in society
- The challenges that impede effective policy analysis
- Key relations of the policy analyst
- Formal and informal requirements for the policy analyst
- Managing your career as a policy analyst

The institutional setting

- The organisation of society, distinguishing individual and collective decision-making processes
- The institutional context within which policy advice is delivered
- How policies are developed and move through the machinery of government
- The stages involved in policy formation, consultation, evaluation, coordination and implementation
- Consultation, team work, and conflict management as an inherent part of policy development

Individual decision-making and market processes

- Modelling market processes
- The assumptions underlying market analysis
- The relative strengths and weaknesses of individual versus collective decision-making in different contexts

Rationales for public policy

- Assessing market failures as rationales for public policy
- Assessing equity concerns as a rationale for public policy
- Assessing other non-market rationales for public policy

Policy instruments and the limits of Government action

- Reviewing things governments can do
- Thinking in terms of efficiency, equity, and administrative simplicity
- Comparing policy instruments and developing outcomes matrices
- The notion of government failure
- Comprehensive problem and solution analysis

Frameworks for policy analysis

- Comparative institutional analysis
- Benefit-cost analysis
- Programme evaluation
- Environmental and social impact assessment
- Gender and race analysis

Process management techniques

- Consulting informants
- Working in teams
- Facilitating meetings
- Managing conflict

Defining problems and developing policy responses

- Social conditions versus policy problems
- Intuitive approaches to problem definition and generation of solutions
- Rational approaches and the use of frameworks
- Considering unintended consequences
- The "sensemaking" approach
- Politics, agendas, and policy choice

Looking ahead to implementation and evaluation

- Competing conceptions of implementation
- Innovation, incentives, and institutional inertia
- Forward and backward mapping
- Scenario writing
- Designing implementation with evaluation in mind
- Key concerns for evaluators

Research and consultation methods

- Building expert knowledge using multiple sources of information
- Selecting and applying analytical frameworks
- Developing literature reviews
- Working with secondary and primary data sources
- Consulting with members of the target community
- Establishing a panel of "critical friends"
- Writing as you research

Developing policy documents

- Understanding what is useful to your client
- Displaying information and policy options in relevant formats
- Dealing with unanticipated decisions or non-decisions
- Integrating policy decisions with implementation
- Looking forward and reasoning back

Continuing to build your capabilities

- Managing and prioritising competing demands
- Linking project work to your career goals
- Inviting feedback and constructive criticism
- Lesson drawing from cases of policy success and policy failure
- Improving your professional reading habits
- Becoming a policy entrepreneur

Course review and evaluation session

An interactive discussion focusing on topics covered in the course, issues that have arisen as the course has progressed, what participants have gained from the course, how participants will integrate what they have learned into their daily work practices, and how the course could be improved or extended in the future

Trainer:

Michael Mintrom



Michael Mintrom is an associate professor in the Political Studies Department at the University of Auckland, where, since 2002, he has offered courses on

Policy Analysis, Evaluation, and Research Methods. He coordinates the University of Auckland Master of Public Policy (MPP) degree and works with others to run the annual Auckland Public Policy Seminar Series. He has extensive experience as a trainer of public sector professionals in New Zealand, Australia, Asia, and the United States.

Throughout his academic career, Michael has studied and written about aspects of policy analysis, policy change, and approaches to securing change in the public sector. His books include *Public Entrepreneurs: Agents for Change in American Government* (Princeton University Press, 1995), *Policy Entrepreneurs and School Choice* (Georgetown University Press, 2000), *People Skills for Policy Analysts* (Georgetown University Press, 2003), and *Political Leadership in New Zealand* (Auckland University Press, 2006). Most recently, Michael has been studying approaches used by universities to create stronger research cultures and promote greater engagement between academics and knowledge-based enterprises.

Michael received his Ph.D. in Political Science from the State University of New York at Stony Brook in 1994. Prior to that, he received an MA in Economics from the University of Canterbury and worked from 1987-1990 as a policy analyst in The Treasury. From 1994-2002, he was a faculty member at Michigan State University, where he attained the rank of associate professor with tenure in the Department of Political Science and the Institute for Public Policy and Social Research. He has also been a visiting professor in the School of Policy, Planning, and Development at the University of Southern California.

Economics and Cost Benefit Analysis for Policy Makers

➔ 10 & 11 June 2010, Duxton Hotel, Wellington

Learning outcomes:

- Gain a fundamental understanding of how economics can contribute to policy making
- Understand how markets work, and under what conditions markets fail to deliver the best possible outcomes
- Understand the concepts of market failure and the motives for government intervention and where government failure arises
- Learn how to apply cost benefit analysis as a decision making tool
- Understand the tools of macroeconomic policy management

Who should attend?

This course is aimed at those who are required to have an increased understanding of key economic concepts and terms used in publications and policy. This course does not assume any prior economic knowledge.

What is economics? A context

- A very brief history of economic thought
- Microeconomics vs Macroeconomics
- Economics and public policy
- Core concepts of economics
- Scarcity, the cost-benefit principle and opportunity cost
- Exchange and the principle of comparative advantage
- Production possibilities and efficiency
- Specialisation, the division of labour and the gains from trade
- Money vs. barter
- Markets: supply, demand and the 'Invisible hand'
- Elasticities

Understanding markets

- Economic surplus and efficiency
- The impact of intervening in markets (e.g. taxes, subsidies price floors and price ceilings)
- Market failure
 - Market power
 - Information asymmetries
 - Public goods
 - Externalities
- Public Policy responses to market failures
 - Taxes or subsidies

- Case Studies: Taxes on alcohol, tobacco and energy products; subsidies on inoculations and housing for the poor
 - Regulation
- Case Study: Monopoly/Cartel Behaviour;
- Governmental failure

Cost Benefit Analysis

- Key principles of cost benefit analysis (CBA)
- Strengths and weaknesses of CBA as a decision making tool
- Discounting procedures, choice of discount rate, treatment of risk and uncertainty
- Evaluation framework, decision criteria, valuation techniques
- Case Study: CBA in environmental programmes

Macroeconomics: A look at the Big Picture

- The key macroeconomic aggregates
 - Economic Growth and Standards of Living
 - Productivity
 - Business cycles: Recessions and Expansions
 - Unemployment and the Labour Market
 - Inflation & Stagflation
 - Economic Interdependence between Nations
- International trade
- Free trade agreements
- Trade imbalances
- The current account and the capital account
- Macroeconomic policy issues:
 - Fiscal policy
- Social policy: education, health, welfare
 - Monetary policy
 - Structural policy
 - Environmental policy
- Case Study: Climate Change and Emissions Trading

Trainer:

**Stuart McDougall - BSc;
BCom (Hons); MCom (Otago);
PGDipTertT,**

**Professional Practice Fellow
Department of Economics
University of Otago**



After two decades working in the freezing industry, rationalisation of that industry meant redundancy in 1988 and the opportunity for Stuart to undertake further tertiary education and as a result he secured a position in the Department of Economics in November of the same year.

Stuart's teaching is currently concentrated on the Department's core Principles of Economics paper which is taught in all three semesters and on part of a new 200 level paper on NZ Economic History. His recent past teaching has included; New Zealand Economic History (100 level), Intermediate Microeconomics and Intermediate Macroeconomics (both 200 level), Mathematical Economics, Labour Economics and Natural Resource Economics (all at the 300 level), MBA and Executive Education Economics courses (at the 500 level).

His most recent research has been in the field of tertiary teaching and learning in economics but prior to that his published research was into the nature of seasonality in New Zealand's macroeconomic variables and seasonal cointegration. He has published articles (some jointly) in *Keeping Economics Real: New Zealand Economic Issues*, eds. Paul Hansen and Alan King, Pearson Addison Wesley (2004). He also has an interest in issues associated with energy economics and macroeconomic policy.



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Effective Programme Evaluation

Effective Policy Analysis and Development

Managing Policy Projects

Economics and Cost Benefit Analysis for Policy Makers



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Effective Policy Analysis and Development	\$1895 plus GST SAVE \$100 (6 May 2010*)	\$1995 plus GST (6 May 2010*)
Managing Policy Projects	\$1895 plus GST SAVE \$100 (26 May 2010*)	\$1995 plus GST (26 May 2010*)
Economics and Cost Benefit Analysis for Policy Makers	\$1895 plus GST SAVE \$100 (22 April 2010*)	\$1995 plus GST (22 April 2010*)

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