

PUBLIC SECTOR POLICY

Effective Programme Evaluation

9 & 10 November 2011, Wellington

Effective Policy Analysis and Development

16 & 17 November 2011 – Wellington

Managing Policy Projects

23 & 24 November 2011 – Wellington

SEPARATELY BOOKABLE SEMINARS



Facilitator:

Michael
Mintrom



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Effective Programme Evaluation



Wellington

9 & 10 November 2011
Museum Hotel

Facilitator:
Michael
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Programme evaluation: An overview

- 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
- 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
- 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

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
- Working with qualitative data
- Good practice in data presentation and interpretation

Presenting and utilising evaluation findings

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

Aspects of ethical practice

- 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.

Effective Policy Analysis and Development



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Policy project management: An overview

- 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

- 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

- 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

- 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

- 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.

Managing policy projects

- Linking project planning and the policy process
- 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

- 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

- 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

- 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

- 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

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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.

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Managing Policy Projects

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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.

About these courses

Effective Programme Evaluation

This seminar offers an introduction to programme evaluation techniques and how they can be used to generate quality information about programme performance and its enhancement. Drawing on state-of-the-art methods for evaluation research, the seminar gives participants the knowledge and tools needed to effectively commission and conduct programme evaluations. Strategies for programme evaluation can run from the simple and straightforward to the more sophisticated, and the strategies used in any given instance will depend on time constraints and resource considerations. As well as introducing participants to the fundamentals of programme evaluation, the seminar recognises the necessity for pragmatism. Integral to the seminar is an understanding of the constraints that many public sector managers and analysts work under, and how those constraints limit the scale of the studies that can be undertaken.

Who should attend

All those involved in planning for, and producing programme evaluations at a local and central government level, including public sector managers involved in:

- Managing government programmes
- Monitoring, assessing, and reviewing programmes
- Implementing policies, projects, and programmes
- Policy development and analysis

Effective Policy Analysis and Development

Anyone involved in the public policy process needs in their possession strong analytical skills, and the ability to apply a variety of research and evaluation methods within a complex political environment. This course will review analytical approaches that are essential for effective policy development. It will cover the nature and role of policy analysis, interactions among social institutions, markets, and government. There will be in-depth examination of how to conduct effective policy analysis, manage the policy development process, and produce sound, persuasive policy reports.

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.

Managing Policy Projects

The purpose of this seminar is to connect the policy development process to a project management framework. Project management techniques and frameworks offer a means of tackling essential policy development issues including planning, research, analysis, managing organisational boundaries and allocating resources.

Policy projects are expected to produce results on time and within budget, which makes careful project planning essential. Find out how the fundamental tools of project management can be applied to policy work to improve your project outcomes.

Who should attend?

All those involved in planning for, and producing policy at a local and central government level including public sector managers involved in:

- Policy development/analysis
- Managing across government programmes
- Implementing policy projects
- Assessing and reviewing policy
- Managing inter-disciplinary teams
- Managing teams and resources in a large organisation
- Inter-organisational communication

TRAINER: Michael Mintrom



Michael Mintrom is an associate professor in the Political Studies Department at the University of Auckland. 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.

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.

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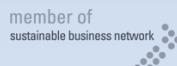
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