

Policy Training

SEPARATELY BOOKABLE SEMINARS

Effective Policy Analysis & Development

17th and 18th May 2011, Wellington

Key Learning Objectives:

- 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

Managing Policy Projects

14th and 15th June 2011, Wellington

Key Learning Objectives:

- 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

Facilitator:

Michael Mintrom



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Conferenz
Management Training

Effective Policy Analysis & Development



Wellington
17th and 18th May 2011,
Intercontinental Hotel

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



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.

Managing Policy Projects



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Setting up policy projects

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

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

Seminar review and evaluation

Full outline available at www.conferenz.co.nz

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.

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POLICY TRAINING

Effective Policy Analysis & Development

Managing Policy Projects



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Effective Policy Analysis & Development	\$1895 plus GST SAVE \$200 (7 April 2011*)	\$2095 plus GST (7 April 2011*)
Managing Policy Projects	\$1895 plus GST SAVE \$200 (26 April 2011*)	\$2095 plus GST (26 April 2011*)

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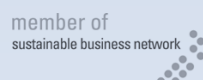
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