



AUSTRALIAN

EVALUATION

SOCIETY



Improving the theory, practice and
the use of evaluation





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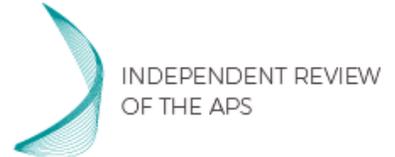
Improving the theory, practice and
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UNBOXING THE REVIEW

Wednesday 18 September 2019

THE INDEPENDENT REVIEW OF THE AUSTRALIAN PUBLIC SERVICE (APS)

- Initiated early 2018 by (then) PM Malcolm Turnbull
- Chaired by David Thodey



Purpose

To ensure that the APS is fit-for-purpose in the decades ahead

Scope

The capability, culture and operations of the APS – making practical recommendations for improvement

Vision

A trusted APS, united in serving all Australians

OVERVIEW - TIMELINE

- AES lodged a first submission, July 2018
- The Review Panel released interim findings '*Priorities for Change*' in March 2019 (as well as other discussion papers e.g. ANZOG)
- AES lodged a second submission in response, May 2019
- Final report expected...soon!

AES' FIRST SUBMISSION

- Developing appropriate organisational infrastructure and support systems for evaluation and policy evidence, capable of informing policy decision-making and showing the effectiveness of the APS.
 - investment in better systems
 - increasing the APS staff evidentiary and performance literacy
 - a critical mass of staff with specialist technical expertise
 - encouraging a culture of performance management
 - institutional infrastructure

THE FOUR PRIORITIES FOR CHANGE

1. Strengthen the Culture, Governance and Leadership Model
2. Build a Flexible APS Operating Model
3. Invest in Capability and Talent Development
4. Develop Stronger Internal and External Partnerships

Role of evaluation was implicit; but most explicitly referenced under Priority 3, sub-priority - *21st century delivery, regulation and policy capabilities*

AES' SECOND SUBMISSION

Responding to 3 questions

- How can we strengthen each proposal?
- What are we missing?
- How do we ensure lasting change?

Approach

- Engaged sector and APS expertise inc. diverse voices
- Focused on issues where AES is best positioned/ informed to contribute, while acknowledging the links across all proposals

RESPONSE TO PRIORITY 1 (GOVERNANCE)

Institutionally embed evaluation and strengthen governance around how evidence is generated and used in decision-making

- clear senior leadership - authorising environment for performance (PGPA)
- institutionalising evaluation - 'networked hub-and spoke' model
 - informed consultation, and formally evaluated

RESPONSE TO PRIORITY 2 (OPERATIONS)

Operational systems for this institutional infrastructure, clear governance links to performance

- fuller application of evaluation across the policy and program cycle
- detail on the structures that would empower collaboration – clarify the ‘theory of change’ for cultural transformation
- embed collaborative design and feedback
- recognise when this requires resources

RESPONSE TO PRIORITY 3 (WORKFORCE)

Invest in workforce *capabilities* to increase generalist and specialist core competencies for evaluation

- pursue an APS Academy
- leverage existing work in the sector about competencies to inform the professions model
- strengthen capacity around culturally safe policy and evaluative practices

RESPONSE TO PRIORITY 4 (PARTNERSHIPS)

Engage with professional sectors and the wider Australian community, significantly Indigenous Australians

- value of citizen engagement; the role of accessible information and tangible partnerships in trust
- engage with others to develop APS expertise on applied responses to ethical issues in evaluation

PM SPEECH (AUGUST 2019)

Six 'guideposts' for the APS:

1. Respect and expect
2. It's about the implementation
3. Look at the scoreboard
4. Look beyond the bubble
5. Ray Price principle (Mr Perpetual Motion)
6. Honour the code

QUESTIONS