

SFJCPS9.5

Appraise the feasibility of proposals for policies, projects and programmes in the public sector



Overview

This standard is about using evidence to appraise the feasibility of proposed policies, projects and programmes.

Whilst this standard addresses the areas of policies, projects and/or programmes, for brevity, the word policies is used throughout to cover all three areas.

This standard should be used in conjunction with your organisation's own leadership behaviours.

This standard reflects best practice within the PSG in relation to aspects of Analysis and Use of Evidence core skill.

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Performance criteria

You must be able to:

- P1 identify the objectives for the proposed policy, project or programme
- P2 identify and agree the criteria against which the feasibility of a policy is to be appraised
- P3 identify and assess options towards achieving the identified objectives for the policy
- P4 review innovative solutions against tried and tested options, and determine that which is the most appropriate
- P5 identify relevant sources and methods of obtaining the information to inform decision making
- P6 engage with relevant experts in gathering and evaluating evidence
- P7 use formal testing strategies to ensure that your appraisals are evidence-based
- P8 inform those who are providing the evidence of the reasons for requiring the information
- P9 review all relevant information
- P10 ensure that the evidence used in supporting key decisions is robust
- P11 determine the preferred option towards achieving the policy objectives, justifying your decision through reasoned analysis
- P12 undertake appraisals to agreed budgets and timescales, and in accordance with organisational requirements
- P13 ensure that the resources used, and the extent of the appraisal, are justified according to the scope and potential impact of the proposed policy
- P14 identify measures and methods for monitoring and evaluating the policy
- P15 maintain accurate, complete and up to date records of appraisals

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Knowledge and understanding

You need to know and understand:

- K1 the importance of testing the feasibility of policies, projects and programmes against evidence, and how to do this
- K2 how to use and communicate evidence effectively and with integrity to support outputs for which you are responsible
- K3 sources of information and evidence appropriate to appraising policies, projects and programmes
- K4 the importance of consulting with key stakeholders in undertaking feasibility studies
- K5 key criteria used in the appraisal of policies, projects and programmes
- K6 the importance of ensuring that the resources devoted to an appraisal are commensurate with the scope and potential impact of the policy/project/programme being appraised
- K7 the importance of sharing results with relevant stakeholders working in the same or similar policies, projects or programmes, and how to do this
- K8 formal testing strategies, including the use of peer review and independent scrutiny
- K9 how to ensure ownership of the intellectual property and publication rights of evidence
- K10 when evidence and outcomes from appraisals might be published, and how to do this

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Additional Information

Behaviours

- 1 You anticipate likely future scenarios based upon a realistic analysis of available evidence
- 2 You identify the implications or consequences of a situation
- 3 You balance risks against the benefits that may arise from taking risks
- 4 You show sensitivity to stakeholders' needs and interests, and manage these effectively
- 5 You demonstrate confidence when working with providers of evidence

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