

SFJPDPS2.7.1

Devise a policy evaluation framework and plan



Overview

Evaluation of policy is a necessary step ahead of any significant proposals for change or maintaining the status quo. The criteria for evaluation should be known from the time when the policy is developed. Evaluation may take place at any point that is considered appropriate but will most often take place at a specified time after implementation ahead of further policy development. This unit is about detailed planning of a full evaluation regardless of the point in the policy cycle at which the evaluation is to be held.

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Performance criteria

You must be able to:

- P1 identify the stakeholders, policy objectives and performance indicators specified in the development phase of the policy
- P2 determine what resources are needed and what resources are available for the evaluation process
- P3 set evaluation objectives based on the evaluation criteria set at the policy development stage
- P4 draw up a detailed evaluation plan based on specific evaluation
- P5 ensure that consultation with specialists and experts is included in the policy evaluation plan
- P6 agree reporting procedures and action processes to be used following evaluation
- P7 assess the benefits and costs of the evaluation process
- P8 ensure that stakeholders are aware of the criteria and processes of the evaluation
- P9 communicate the plan for the evaluation to all stakeholders

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Knowledge and understanding

You need to know and understand:

- K1 specific legislation, regulation, governance and cultural requirements that relate to the nation or region to which the policy will apply
- K2 that the policy formation process involves continuous engagement and partnership with a range of stakeholders meaning that those in policy functions must coordinate and on occasions take the lead but must also constantly seek to ensure that there is full stakeholder engagement
- K3 why it is important for performance indicators specified when a policy is developed to be used in a full policy evaluation
- K4 how to estimate the resources needed for a full policy evaluation
- K5 how to set SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives
- K6 the contents of a detailed policy evaluation plan
- K7 why it is important to consider the views of evaluation experts such as social researchers, economists and statisticians.
- K8 how to negotiate and agree reporting processes and action points following policy evaluation
- K9 how to assess the benefits and costs of the evaluation process and ensure that they are proportionate
- K10 why it is important to recognise the interests of stakeholders in evaluation processes and results
- K11 techniques for effective communication about policy evaluation to key stakeholders
- K12 why it is important for evaluation to be a learning process and not simply a control mechanism

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Additional Information

Behaviours

The policy function role demands a high level of professionalism and general professional behaviour that should be taken as read. The most important behaviours that will help you achieve effective performance in this unit are:

Communicating

1. You present ideas and arguments convincingly and in ways that strike a chord with people.
2. You listen carefully and clarify your understanding when dealing with specialists and experts.

Building relationships

3. You model behaviour that shows professionalism, respect, help and cooperation.

Problem solving and decision making

4. You analyse and structure information to develop an evaluation model that can be communicated effectively to all stakeholders.

Focusing on results

5. You devise evaluation processes that will provide real opportunities for improvements

Acting ethically.

6. You show sensitivity to internal and external politics that may impact on your evaluation plans.

Acting strategically

7. You show sensitivity to stakeholders' needs especially relating to strategic objectives.

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