

## SFJPDPS2.7.5

### Commission and oversee outsourced policy evaluation



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#### Overview

Policy evaluation may be carried out by an external and independent team. The choice to take this approach will depend on a combination of a wish for independent review and resourcing issues. This unit covers the process of deciding who will undertake the evaluation, commissioning the work and overseeing the evaluation project.

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#### Performance criteria

*You must be able to:*

- P1 specify the objectives and parameters of the project
- P2 identify the relative benefits and drawbacks of commissioning an independent party to undertake the evaluation
- P3 organise a selection process to identify the most appropriate independent party to undertake the project
- P4 negotiate final terms of reference and project plans with the independent party chosen for the project
- P5 agree project governance arrangements with the independent party
- P6 contribute to and support the project work of the independent policy evaluation team
- P7 apply project management methods to the evaluation project in consultation with the independent party
- P8 monitor the risks of the evaluation project
- P9 accept ownership of the policy evaluation process when the terms of reference of the independent evaluation team have been fulfilled
- P10 contribute to the decision-making process leading to plans for future policy
- P11 construct an action plan to move forward policy development plans

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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 how to write a project specification that defines clearly the outsourced services being sought
- K4 the possible advantages and disadvantages of outsourcing the evaluation project
- K5 organisational procedures for procuring outsourced services
- K6 why it is important to negotiate and agree final terms of reference and detailed project plans as early as possible in the project
- K7 the importance of formal governance arrangements for the benefit of all stakeholders in an outsourced policy evaluation
- K8 why it is important to play a limited contributory role in an outsourced evaluation process
- K9 project management methods that are appropriate to the size, scope and nature of the project
- K10 risk assessment techniques within project management
- K11 why it is important to formally accept ownership of the evaluation at an appropriate point before recommendations are accepted
- K12 why it is important to reach decisions on policy development within a reasonable timescale
- K13 how to create an action plan that includes Specific, Measurable, Achievable, Realistic, Time-bound (SMART) objectives

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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 information clearly, concisely and accurately in ways that help those commissioned to carry out policy evaluation to understand.

##### **Building relationships**

2. You work with those responsible for evaluation to develop an atmosphere of professionalism and mutual support

##### **Problem solving and decision making.**

3. You analyse and structure evaluation information in a way that supports reliable problem solving and decision making.

##### **Focusing on results**

4. You take responsibility for agreeing an action plan that will move forward policy development.

##### **Acting ethically**

5. You show sensitivity to the contractual or partnership obligations of those responsible for outsourced policy evaluation.

##### **Acting strategically**

6. You work in close partnership with those responsible for policy evaluation to ensure that recommendations and action plans match strategic objectives.

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<b>Developed by</b>	Skills for Justice
<b>Version number</b>	1
<b>Date approved</b>	January 2009
<b>Indicative review date</b>	January 2011
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	Government Skills
<b>Original URN</b>	N2.7.5
<b>Relevant occupations</b>	Public Services; Public Service Professionals; Government and Related Organisations
<b>Suite</b>	Policy Delivery-Public Services
<b>Key words</b>	objectives, parameters, benefits, drawbacks, terms of reference, governance arrangements, evaluation project, action plan, specification, outsourced evaluation