

School of Government

MAPP 525
POLICY ANALYSIS AND ADVISING
(15 Points)

Trimester One / 2011

COURSE OUTLINE

Names and Contact Details

Course Coordinator: **Professor Claudia Scott**
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Office Hours: 8.30am to 5.00pm, Monday to Friday

Trimester Dates

Tuesday 22 February to Wednesday 22 June 2011

Withdrawal from Course

Notice of withdrawal must be in writing / emailed to the Masters Administrator. Ceasing to attend or verbally advising a member of staff will NOT be accepted as a notice of withdrawal.

1. Your fees will be refunded if you withdraw from this course on or before **Friday 11 March 2011**.
2. The standard last date for withdrawal from this course is **Thursday 12 May 2011**. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including

supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

| | | |
|----------------------|--------------------------|-----------------|
| Module One: | Tuesday 22 February 2011 | 8.30am – 6.00pm |
| Module Two: | Monday 18 April 2011 | 8.30am – 6.00pm |
| Module Three: | Tuesday 7 June 2011 | 8.30am – 6.00pm |

Attendance is required at all three modular teaching days

Locations: Classes will be held on the Pipitea Campus of Victoria University in Wellington and you will be advised of your classroom one week prior to each module by email.

Course Content

New Zealand's democratic Westminster traditions require public sector advisers to balance out the dual roles of implementing the decisions of politicians, while also providing them with analytically sound and professional policy advice which is free and frank. Advisers need to add value to decision-makers by bringing evidence-based perspectives to bear on issues, while having regard for a government's policy preferences, existing policy commitments and international best practice.

The course provides an overview of policy analysis and advising as activities in the New Zealand context, as well as internationally. It reviews the academic and practitioner literatures and various policy analysis frameworks which underpin quality policy analysis and advice. Attention is given to the positioning and comparative advantage which public sector analysts and advisers can bring to their role. The course addresses the challenges faced by governments to build policy capability – including strategies for enhancing the knowledge, skills, competencies and attitudes of policy analysts and advisers.

Day 1: Tuesday 22 February 2011 (Module 1)

1. Introduction to Policy Analysis and Advising (Claudia Scott, 8.30am-10.30am)

Required Reading:

- Scott, C. and K. Baehler (2010). Chapter 1 “All about policy” in *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press

Recommended Reading:

- Weimer, D. and A. Vining (2004) *Policy Analysis: concepts and Practice*, chapter 2.
- <http://interactive.cabinetoffice.gov.uk/strategy/survivalguide/site/intro/introducing.htm>

2. Policy Context, Systems, and Environments (Claudia Scott, 11.00am-12.30pm)

Required Reading:

- Scott, C. and K. Baehler (2010) Chapter 2 “Understanding Policy Systems and Environments”, in *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press

Recommended Reading:

- Bardach, E. (1995) *Policy Analysis: A Handbook for Practice*, Electronic Hallway.
- Mayer, I., C. E. van Daalen and P. Bots (2004) “Perspectives on Policy Analyses: A Framework for Understanding and Design,” *Journal of Technology, Policy and Management*, 4(2): pp. 169 – 191.
- Althaus, C., Bridgman P., and Davis G. (2007) ‘The Policy Cycle’, in *The Australian Policy Handbook* (4th edn), Crows Nest: Allen & Unwin, p. 32-42.
- APSC (2007) *Tackling Wicked Problems: A Public Policy Perspective*, p. 1-15 and 23-38.
- Rhodes, R., Wanna, J. and Weller, P. (2008) “Reinventing Westminster: How public executives reframe their world”, *Policy & Politics* 35.4: 461-79.

3. Frameworks and Values in Policy Practice (Claudia Scott, 1.30pm-3.30pm)

Required Reading:

- Scott, C. and K. Baehler (2010) Chapter 3 ‘Fundamentals’ pp. 87-138 in *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press.
- Te Puni Kokiri’s Policy Framework www.tpk.govt.nz
- Ministry of Women’s Affairs Guide to Gender Analysis www.mwa.govt.nz
- Case Study: ‘The Towering Dilemma’

Recommended Reading:

- Ledbury, M. et al (2006) *Understanding Policy Options*, London, Home Office.
- Woolcock, M. (2001) “The Place of Social Capital in Understanding Social and Economic Outcomes”, *Canadian Journal of Policy Research* 2.1: 11-17.

4. Policy Tools and Practices (Claudia Scott, 4.00pm-6.00pm)

Required Reading:

- Baehler, K. (2002) “Intervention Logic,” *Public Sector*, 25(3): 14 – 20.
- www.iap2.org Consultation and engagement.
- Scott & Baehler (2010) chapter 4, pp. 155-65.
- Huxham, C (2003) ‘Theorizing Collaboration Practice,’ *Public Management Review* 5(3), pp. 401-423.
- Musso et al (2000) “Tradecraft: Professional Writing as Problem-Solving,” *Journal of Policy Analysis and Management* 19(4): pp. 635-646.

Day 2: Monday 18 April 2011 (Module 2)

5. Selecting Policy Instruments (Claudia Scott, 8.30am-10.30am)

Required Reading:

- Thomas A. Birkland (2001). *An Introduction to the Policy Process: Theories, Concepts and Models of Policy Making*, Chapter 7 “Policy design and policy tools”.

6. The Outcomes Matrix (Claudia Scott, 11.00am-12.30pm)

Required Reading:

- Scott, C. and K. Baehler (2010). Chapter 4 “Putting the Fundamentals into Play” pp. 140-155”, *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press

7. Mapping the Policy System (Claudia Scott, 1.30pm-3.30pm)

Required Reading:

- Scott, C. and K. Baehler (2010). Chapter 4, pp. 166-183 “Putting the Fundamentals into Play”, in *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press

8. ‘Good/Best Practice Policy Analysis and Advising (Claudia Scott, 4.00pm-6.00pm)

Required Reading:

- Scott, C. and K. Baehler (2010). Chapter 5 “Crafting”, in *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press.

Day 3: Tuesday 7 June 2011 (Module 3)

9. Policy Implementation (Claudia Scott, 8.30am-10.30am)

Required Reading:

- Hill, M. and P. Hupe (2004). *Implementing Public Policy*. Sage Publications. Chapter: “The State of the Art”, pp. 116-137.

10. Policy Evaluation (Claudia Scott, 11.00am–12.30pm)

Required Reading:

- Paul Duignan “Approaches and terminology in programme and policy evaluation” in N. Lunt, C. Davidson and K. McKegg. (2003). *Evaluating Policy and Practice – A New Zealand Reader*, pp. 77-90.

11. Policy Capability and Performance (Claudia Scott, 1.30pm-3.30pm)

Required Reading:

- Scott, C. and K. Baehler (2010). Chapter 6 “Improving the performance of the policy advisory system”, in *Adding Value to Policy Analysis and Advice*. Sydney. University of New South Wales Press

Recommended Reading:

- Scott, C. (2008) “Enhancing Quality and Capability in the Public Sector Advisory System,” Institute of Policy Studies Futuremakers Lecture Series, Wellington, September
- Advisory Group on Reform of Australian Government Administration (AGRAGA) (2010) *Ahead of the Game: Advisory Group on the Reform of Australian Government Administration*, Canberra: Commonwealth of Australia. See www.dpmc.gov.au/publications/aga_reform/aga_reform_blueprint/index.cfm

12. Enhancing the New Zealand Policy System

Required Reading:

- Committee to Review Expenditure on Policy Advice (2011) *Improving the Quality and Value of Policy Advice*, Wellington.

Course Learning Objectives

This course examines critically how policy analysts apply different methods, theories, and substantive knowledge to problems and opportunities, and support economic, social, environmental and cultural outcomes in different contexts. The course considers the role of analysts and advisers

and the value they create by providing information and analysis to support policy understanding and decision-making.

By the end of the course, participants will:

- (1) Understand the various ways policy analysts frame their tasks, the main characteristics of their practices, and various standards of 'good' practice;
- (2) Appreciate the importance of undertaking policy analysis tasks holistically, drawing on a variety of theories and methods, and designing practices to suit specific contexts; and
- (3) Demonstrate skills in analytic reasoning and communication.

Course Delivery

This course is delivered in a modular format, which includes a minimum of 24 hours contact. The 24 hours are broken up into three separate days of eight hours each (a 'module'). There are three modules in the course with approximately five to six weeks between each module. **Attendance is required at all three modular teaching days (8.30am – 6.00pm).**

Expected Workload

The learning objectives set for each course are demanding and, to achieve them, candidates must make a significant commitment in time and effort to reading, studying, thinking, and completion of assessment items outside of contact time. Courses vary in design but all require preparation and learning before the first module. Regular learning is necessary between modules (students who leave everything to the last moment rarely achieve at a high level).

Expressed in input terms, the time commitment required usually translates to 65-95 hours (excluding class contact time) per course.

Readings

The textbook for this course is **Scott, C. and K. Baehler (2010), *Adding Value to Policy Analysis and Advice*, Sydney, University of New South Wales Press**. The book can be purchased at VicBooks, the university bookshop (www.vicbooks.co.nz). Apart from the textbook, required and recommended readings will be posted on Blackboard.

Assessment Requirements

Each module will be followed by an assignment as outlined in the table below.

| Assignments | Weight | Due Date | Maximum word length |
|--------------------|---------------|------------------------|----------------------------|
| 1) Essay | 30% | Monday 21 March 2011 | 1,500 words |
| 2) Policy Report | 40% | Monday 23 May 2011 | 2,500 words |
| 3) Reflections | 30% | Wednesday 22 June 2011 | 2,000 words |

The assignments for the course will be discussed at the first module and will be posted on Blackboard. Assignment 1 will be based on the topics and readings for Module 1. Assignment 2 will be based on the topics covered in Modules 1 & 2, including independent work on a specific policy topic. Assignment 3 will require participants to select up to four policy-related topics and to prepare some reflections which draw on theory and practice as it connects to personal and professional experiences of the policy system.

There is no final exam for this course.

General Notes for Assignments

Note that ALL assignments are to be submitted to sog-assignments@vuw.ac.nz by email attachment. **The word count must be noted on the cover sheet.** Extension may only be granted to those who meet the University's aegrotat rules, viz. medical certificate or personal bereavement, or critical personal circumstances involving the health of a close relative, or exceptional circumstances beyond the student's control.

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Students should keep a copy of all submitted work.

Class Attendance

The School expects you to attend all three modules for the course.

If, before enrolment for a course, you are aware that you will not be able to attend a module, you must notify the Director of Master's Programmes when you enrol explaining why you will not be able to attend. The Director of Master's Programmes will consult with the relevant course coordinator. In such circumstances, you may be declined entry into a course.

If you become aware after a course starts that you will be unable to attend a module or a significant part of a module (i.e. more than two hours in any given day), you must advise the course coordinator before the module explaining why you will be unable to attend. The course coordinator may excuse you from attendance and may also require you to complete compensatory work relating to the course content covered during your absence.

Penalties

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks will be deducted at the rate of five per cent for every day by which the assignment is late and no assignments will be accepted after five working days beyond the date they are due. For example, if you get 65% for an assignment, but you handed it in on Monday when it was due the previous Friday, you will get a mark of 50%.

If ill-health, family bereavement or other personal circumstances beyond your control prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. You should let your course coordinator know as soon as possible in advance of the deadline (if circumstances permit) if you are seeking an extension. Where an extension is sought, evidence, by way of a medical certificate or similar, may be required by the course coordinator.

Mandatory Course Requirements

Submit or participate in all pieces of assessment required for this course.

Communication of Additional Information

Additional information will be conveyed to students via email and Blackboard. The Course Coordinator is available to students by email, telephone and to meet by appointment.

Blackboard is Victoria University's online environment that supports teaching and learning by making course information, materials and other learning activities available via the internet through the MyVictoria student web portal.

To access the Blackboard site for this course:

1. Open a web browser and go to www.myvictoria.ac.nz .
2. Log into MyVictoria using your ITS Username (on your Confirmation of Study) and password (if you've never used the Victoria University computer facilities before, your initial password is your student ID number, on your Confirmation of Study, Fees Assessment or student ID card – you may be asked to change it when you log in for the first time).
3. Once you've logged into MyVictoria, select Blackboard (from the options along the top of the page) to go to your Blackboard homepage.
4. The "My Courses" box displays the courses you have access to (please note that only courses that are actually using Blackboard will be displayed), so select "11.1.MAPP525: Policy Analysis and Advising" for the course-specific Blackboard site.

Information emailed to you via Blackboard can only be sent to your @myvuw.ac.nz email address (the free email address created for you when you enrol and accessed via the MyVictoria student web portal). If you want to receive these emails at your preferred email address (e.g. your home or work email address), it is **essential** that you activate your @myvuw.ac.nz email address before the start of the course and you modify the settings so all emails sent to it are automatically forwarded to your preferred email address. Please go to www.victoria.ac.nz/its/student-services/FAQs.aspx#Email_Forward for more information.

You are recommended to ensure that your computer access to Victoria University's computer facilities, such as MyVictoria, Blackboard and email, is working BEFORE your course starts. If you have any problems, you should contact the ITS Helpdesk on (04) 463 5050 or its-service@vuw.ac.nz , or visit the Helpdesk on level 2 of the Railway West Wing, Pipitea Campus. See www.victoria.ac.nz/its/student-services/ for more information.

Academic Integrity, Plagiarism, and the Use of Turnitin

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea. Even if it is presented in your own style, you must still acknowledge your sources fully and appropriately. This includes:

- material from books, journals or any other printed source
- the work of other students or staff
- information from the Internet
- software programs and other electronic material
- designs and ideas
- the organisation or structuring of any such material.

Acknowledgement is required for all material in any work submitted for assessment unless it is a 'fact' that is well-known in the context (such as "Wellington is the capital of New Zealand") or your own ideas in your own words. Everything else that derives from one of the sources above and ends up in your work – whether it is directly quoted, paraphrased, or put into a table or figure, needs to be acknowledged with a reference that is sufficient for your reader to locate the original source.

Plagiarism undermines academic integrity simply because it is a form of lying, stealing and mistreating others. Plagiarism involves stealing other people's intellectual property and lying about whose work it is. This is why plagiarism is prohibited at Victoria.

If you are found guilty of plagiarism, you may be penalised under the Statute on Student Conduct. You should be aware of your obligations under the Statute, which can be downloaded from the policy website (www.victoria.ac.nz/home/about/policy/students.aspx). You could fail your course or even be suspended from the University.

Plagiarism is easy to detect. The University has systems in place to identify it.

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine www.turnitin.com . Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

There is guidance available to students on how to avoid plagiarism by way of sound study skills and the proper and consistent use of a recognised referencing system. This guidance may be found at the following website: www.victoria.ac.nz/home/study/plagiarism.aspx .

If in doubt, seek the advice of your course coordinator.

Plagiarism is simply not worth the risk.

For the following important information, follow the links provided

Academic Integrity and Plagiarism

www.victoria.ac.nz/home/study/plagiarism.aspx

General University Policies and Statutes

- Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study
- Find out about academic progress and restricted enrolment at www.victoria.ac.nz/home/study/academic-progress.aspx
- The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy except qualification statutes, which are available via the Calendar webpage at www.victoria.ac.nz/home/study/calendar.aspx (see Section C)
- Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

www.victoria.ac.nz/fca/studenthelp/

Manaaki Pihipihinga Programme

www.victoria.ac.nz/st_services/mentoring/