

**School of Government**

**MAPP 525**  
**POLICY ANALYSIS AND ADVISING**  
**(15 Points)**

**Trimester 1 / 2012**

**COURSE OUTLINE**

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**Names and Contact Details**

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

**Trimester Dates**

From Tuesday 21 February to Monday 18 June 2012

**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 2 March 2012**.
2. The standard last date for withdrawal from this course is **Friday 18 May 2012**. 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**

<b>Module One:</b>	Tuesday 21 February 2012	8.30am – 6.00pm
<b>Module Two:</b>	Tuesday 17 April 2012	8.30am – 6.00pm
<b>Module Three:</b>	Tuesday 12 June 2012	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.

### **Module 1: Tuesday 21 February 2012**

#### **1. Introduction to Policy Analysis and Advising (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.
- NZ Review of Expenditure on Policy Advice (posted on blackboard)

#### **2. Policy Context, Systems, and Environments (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. Policy Problems and Frameworks (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](http://www.tpk.govt.nz)
- Ministry of Women’s Affairs Guide to Gender Analysis [www.mwa.govt.nz](http://www.mwa.govt.nz)
- Musso et al (2000) “Tradecraft: Professional Writing as Problem-Solving,” *Journal of Policy Analysis and Management* 19(4): pp. 635-646.
- 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. Designing Policy Options and Solutions (4.00pm – 6.00pm)**

*Required Reading:*

- Baehler, K. (2002) “Intervention Logic,” *Public Sector*, 25(3): 14 – 20.
- [www.iap2.org](http://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.

**Module 2: Tuesday 17 April 2012**

**5. Selecting Policy Instruments (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. Doing Policy Analysis (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. ‘Crafting’ Policy Analysis and Advice (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.

**Module 3: Tuesday 12 June 2012**

**9. Policy Implementation (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 (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. Building Policy Capability and Performance (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](http://www.dpmc.gov.au/publications/aga_reform/aga_reform_blueprint/index.cfm)

**12. Reflections on Policy Practice (4.00pm – 6.00pm)**

**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 approximately 24 hours contact time. The time is broken up into three separate days ('modules'). There are approximately seven 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 day of the course and regular learning is also necessary (students who leave everything to the last moment rarely achieve at a high level).

Expressed in input terms, on average, the time commitment required usually translates to approximately 150 hours for a 15-point 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 or ordered through VicBooks, the university bookshop ([www.vicbooks.co.nz](http://www.vicbooks.co.nz)). Apart from the textbook, required and recommended readings will be posted on Blackboard.

**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](http://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" section displays the courses you have access to – select the appropriate link to access the course-specific Blackboard site. Please note that only courses that are actually using Blackboard and have been made available to students by their respective course coordinator will be displayed.

**You are recommended to ensure that your computer access to Victoria University's computer facilities, such as myVictoria and Blackboard, 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](mailto: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/](http://www.victoria.ac.nz/its/student-services/) for more information.

## **Assessment Requirements**

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

<b>Assignments</b>	<b>Weight</b>	<b>Due Date</b>	<b>Maximum word length</b>
1) Essay	30%	Monday 19 March 2012	1,500 words
2) Policy Report	40%	Monday 21 May 2012	2,500 words
3) Reflections	30%	Monday 18 June 2012	1,500 words

The assignments for the course will be posted on Blackboard and will be discussed at the first module. 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](mailto:sog-assignments@vuw.ac.nz) by email attachment. **The word count must be noted on the cover sheet.** Word limits may not be exceeded, but do not include references. 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.

### **Quality Assurance Note**

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**

### **Attendance is required at all three modular teaching days**

If, before enrolment for a course, you are aware that you will not be able to attend for part of a day, 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 significant part of a day (i.e. more than two hours), you must advise the course coordinator 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**

You must 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.

**NOTE:** 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](http://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](mailto: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/](http://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](http://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](http://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](http://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](http://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](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at

[www.victoria.ac.nz/home/study/academic-progress.aspx](http://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](http://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](http://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](http://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](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

[www.victoria.ac.nz/fca/studenthelp/](http://www.victoria.ac.nz/fca/studenthelp/)

**Te Putahi Atawhai**

**Maori and Pacific Mentoring Programme**

[www.victoria.ac.nz/tpa/](http://www.victoria.ac.nz/tpa/)