

IPAA 2014 INTERNATIONAL CONFERENCE

PERTH CONVENTION
AND EXHIBITION CENTRE
29 & 30 OCTOBER



THE SHAPE OF THINGS TO COME

Principal Partner



SIR WALTER MURDOCH SCHOOL OF
Public Policy and International Affairs

A Digital Upload- Experienced public sector staff as a 'repository of information'



Digital Record Keeping Systems- audio and visual files

- Digital Record Keeping Systems store 'mission critical' information in digital format - usually data, word, pdf.
- Archived folders may be uploaded in some cases
- Gap in information for (recent) project historical context; or evaluation of previous project performance for incoming project staff
- Resource/time poor- can we harness the lessons learned as staff leave programs/projects outside of a formal project evaluation?
- Information 'grab' to harness lessons learned, significant observations, innovative ideas ...
- Audio/video format is information dense and easily digestible. Record Keeping Systems can now also store **audio and video** files.

A stakeholder matrix- what about internal staff?

Stakeholder	Level of stakeholder's dependence on your department / division / branch	Your department / division / branch's level of dependence on stakeholder	Classification
Minister for Agriculture and Food	High	High	Definitive
Minister for Environment	Low	Medium	Dominant
Department of Parks and Wildlife	Medium	Low	Dependant
Minister for Fisheries	Low	Low	Dominant/Discretionary
Department of Fisheries	Medium	Low	Dependant
Forest Products Commission	Medium	Low	Discretionary
Importers	High	Medium	Dangerous
Industry Groups	High	High	Dominant
General Community	High	Low	Demanding
Land managers	High	High	Dangerous



Looking within: managing change

Staff are constantly moving roles, transfer of information to successors is rarely done well

- Staff internal transfers/secondments
- Promotions
- Re-prioritisation of work areas/programs
- Contract cessation
- Retirement



Sample questions- quick literature search:

Semi-structured interview, some open questions pre-determined.

- *How effective do you think the project/program/work area has been in achieving the original project/program/work area objectives?*
- *What was the project area like before the project was undertaken? How do you believe it has changed?*

- What generalisations would you make about the program?*
- What exceptions to these generalisations are there?*
- How do you explain these exceptions?*
- What data do you have to support that explanation?*

*Hense, J. (2014). *Program Evaluation Interview Questions (Evaltalk)*. In: evolution.de - Evaluation und Qualitätssicherung im Bildungswesen. Verfügbar unter <http://www.evaluation.de/book/view/179> (28.10.2014).



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Sample questions: your views

Mal Wauchope:

Does this need to be done? Do WE need to do it? Can we do it better?

Anonymous: It doesn't matter what the question is, just having the discussion demonstrates respect.

Viv Read:

Q: How has the program gained relevance? How can the program maintain/ establish relevance?

Q: How purposeful is your program? What contribution did you make? What could you do differently in the future?

Kaye Mazzoleni:

Q: What are you going to tell others about your achievements and challenges in your outgoing role as you move on?



Managing Risk:

- **Negativity**- voluntary facilitated discussion, set the standards for positive constructive feedback.
- **Stuck in the 'old ways'**- looking at the past performance and management methods of long term staff doesn't predetermine that this will continue (but why not if it works?). Reflection may actually enable change to occur if needed.
- **Sensitive information**: editing draft before a 'final' version is uploaded/transcribed as required; limiting access.



Better ideas?:

Traditional methods



Future thinking

- Computer chip implants?
- Transcendence (Johnny Depp)

Proactive planning

Succession planning

- Mentoring
- Shadowing
- Formal transition

Program evaluation

- MERI plans with regular interim reviews and reflection workshops (documented)



Thank you!

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