Response to the Commission for Evidence-Based Policymaking Final Report

APPAM

November 2, 2017

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CEBP: Creating Change

AWARENESS

UNDERSTANDING

ACTION
## The Commission’s Recommendations

<table>
<thead>
<tr>
<th>Improve Data Access</th>
<th>Modernize Privacy Protections</th>
<th>Strengthen Capacity for Evidence Building in Federal Government</th>
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</thead>
<tbody>
<tr>
<td>NSDS is a reasonable compromise, but…</td>
<td>Risk Assessment framework useful</td>
<td>CEOs &amp; learning agendas are good steps, but…</td>
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<tr>
<td>Creates a critical “gatekeeper” -- judgement about “evidence”</td>
<td>Recognizes the potential of new, game-changing technology</td>
<td>Goal is to drive a cultural change inside the agencies</td>
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<tr>
<td>Replicability concerns are real &amp; solutions may be hard</td>
<td>Can federal government be at the cutting edge of tech?</td>
<td>Outcome will reflect a new age of evidence</td>
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Research & Evaluation Age

Scarcity of Data

Accumulation of Static Data

Rigorous Approaches

Outcomes-Based Funding Decisions
Research & Evaluation Age

Federal

- Funded experiments
- Built knowledge base
- Increasing rigor
- Accountability by mandate

State

- Less involvement with research & evaluation
- Data sharing when required
- Best practices based on federal evidence

City/Local

- Little direct involvement
- Few resources
- Less rigorous, more real-time accountability

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Data Analytics Age

Ubiquity of Data

Constant Dynamic Data

Iterative Approach

Real-Time Decision Making
Data Analytics Age

- Slow to capitalize on new data sources
- Research and analytics underutilized for program improvement

Focus on using available data to improve lives
- Cutting-edge methodology/technology
- Accountability from knowledgeable electorate
Building an Evidence-Based Culture: Traditional Agency Model

Program → Research/Evaluation → Program
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Building an Evidence-Based Culture
Building an Evidence-Based Culture: Evidence Orientation Model
Building an Evidence-Based Culture: Evidence Orientation Model
An Evidence Orientation

Cultural Change Management
- Everyone on board
- Broad focus on continuous improvement based on data

Leadership Focus
- Not just responsibility of Research and Evaluation departments
- Shared responsibility with intentional accountability of all agency leaders

Talent flow
- Need pipeline of people with new data skills and perspectives
- Challenging in an environment pushing for doing more with less
Great strategy isn't what separates great initiatives and ideas from the rest. It's the individuals and organizations who internalize needs and adapt culture that are able to deliver impact.