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Slides to accompany a paper by Dr Adam Graycar,  
Executive Director, Cabinet Office, Department of  
the Premier and Cabinet, May 2004:

"Evidence-based decision making"

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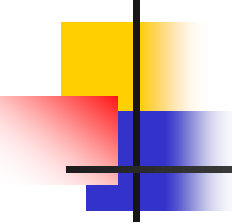
# EVIDENCE BASED DECISION MAKING

Dr Adam Graycar  
Executive Director  
Cabinet Office



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- Identifying issues
  - Policy analysis
  - Policy instruments
  - Consultation
  - Coordination
  - Decision
  - Implementation
  - Evaluation

*(From Bridgeman & Davis, Australian Policy Handbook)*



# Assessors & Communicators



# Campbell Collaboration

go to

[www.aic.gov.au](http://www.aic.gov.au)

(Campbell link is bottom left corner of front page)

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# Building an evidence base (1)

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## Collecting Data

- Surveys
- Interviews and focus groups
- Data types and sources

## Analysing Data

- Modelling
- Market analysis
- Organisational analysis



# Building an evidence base (2)

## Learning from others

- International comparisons
- Benchmarking
- Observing and recording

## Looking forward

- Forecasting
- Scenario development
- Counterfactual analysis



- How is evidence assembled?
- How much does evidence impact on policy?





# How is evidence assembled?

- Systematic Review
- Meta-analysis

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# How is evidence assembled?

## *True experimental methods*

- Randomised controlled trials

or

## *Quasi-experimental designs*

- Experimental group
- Control group
- Placebo group

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# How is evidence assembled?

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- Systematic reviews
- Single studies
- Pilot studies
- Case studies
- Experts' evidence
- Internet evidence
- Impact evidence
- Implementation evidence
- Descriptive analytical evidence
- Public attitudes and understanding
- Statistical modelling
- Economic evidence
- Ethical evidence



# How much does evidence impact on policy?

- Experience, expertise and judgement
- Resources
- Values
- Habit and tradition
- Lobbyists, pressure groups and consultants
- Pragmatics and contingencies



# Making policy research relevant

- Why we need research which provides clear evidence of what works, where and why
- We need to better understand the political context within which policy is developed
- We need to better understand the culture of the practitioner



# Policy Influenced by

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- Politics
- Budget
- Precedent
- Media
- Pressure Groups
- Legislation
- *Research*



# Practice Influenced by

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- Policy
- Local budget
- Manager/leader
- Performance Regime
- Training
- Culture
- *Research*
- Legislation
- Local media
- Local expectations



# Ministers want

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- Good news
- Confidence in results
- Costs included in evaluations
- Involvement in agenda setting
- Timely results
- To know what works
- Willingness to make inferences

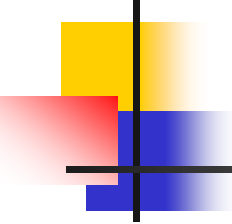


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# Practitioners want

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- To know what works and why
- Help in replicating what works
- Help in generating testable hypotheses
- Timely research
- Involvement in agenda setting
- Plain English
- To know of current good practice
- Feedback on the results of research

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“We don’t need a bridge between research and policy, and policy and practice – we need a super highway”



# Collecting the Information

- Use existing data sources where they are available
- Incorporate data collection into normal project processes where possible
- Don't get too hung up about dirty data
- Share your experiences with your colleagues – talk about what has worked and what hasn't, and why or why not



# Three messages

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- Think evidence
- Share evidence
- Promote evidence