

Response to the Commission for Evidence-Based Policymaking Final Report

APPAM

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CEBP: Creating Change



The Commission's Recommendations

Improve Data Access	Modernize Privacy Protections	Strengthen Capacity for Evidence Building in Federal Government
NSDS is a reasonable compromise, but...	Risk Assessment framework useful	CEOs & learning agendas are good steps, but...
Creates a critical "gatekeeper" -- judgement about "evidence"	Recognizes the potential of new, game-changing technology	Goal is to drive a cultural change inside the agencies
Replicability concerns are real & solutions may be hard	Can federal government be at the cutting edge of tech?	Outcome will reflect a new age of evidence

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

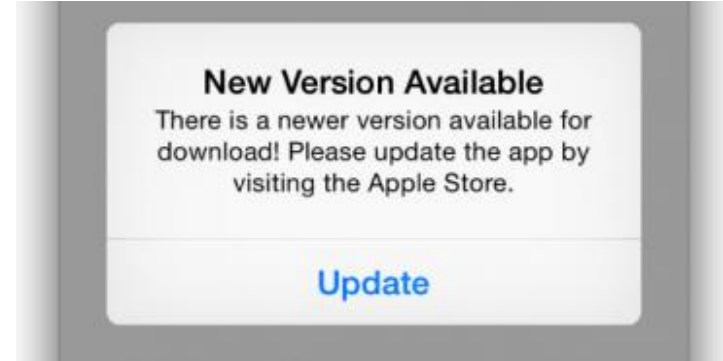
City/
Local

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

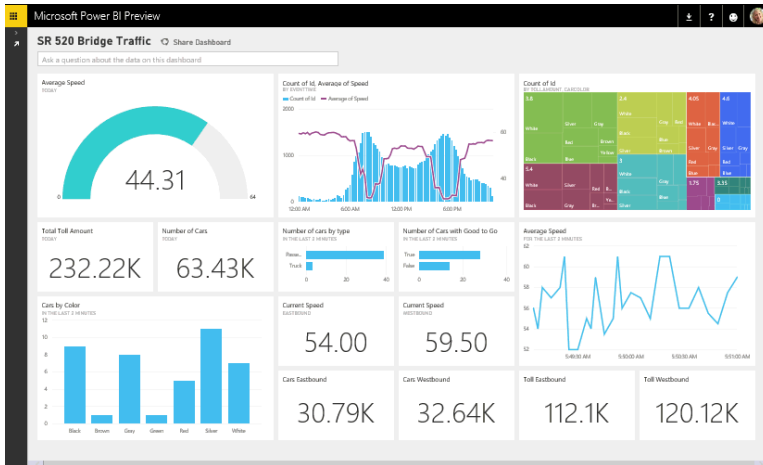
Data Analytics Age



Ubiquity of Data



Iterative Approach

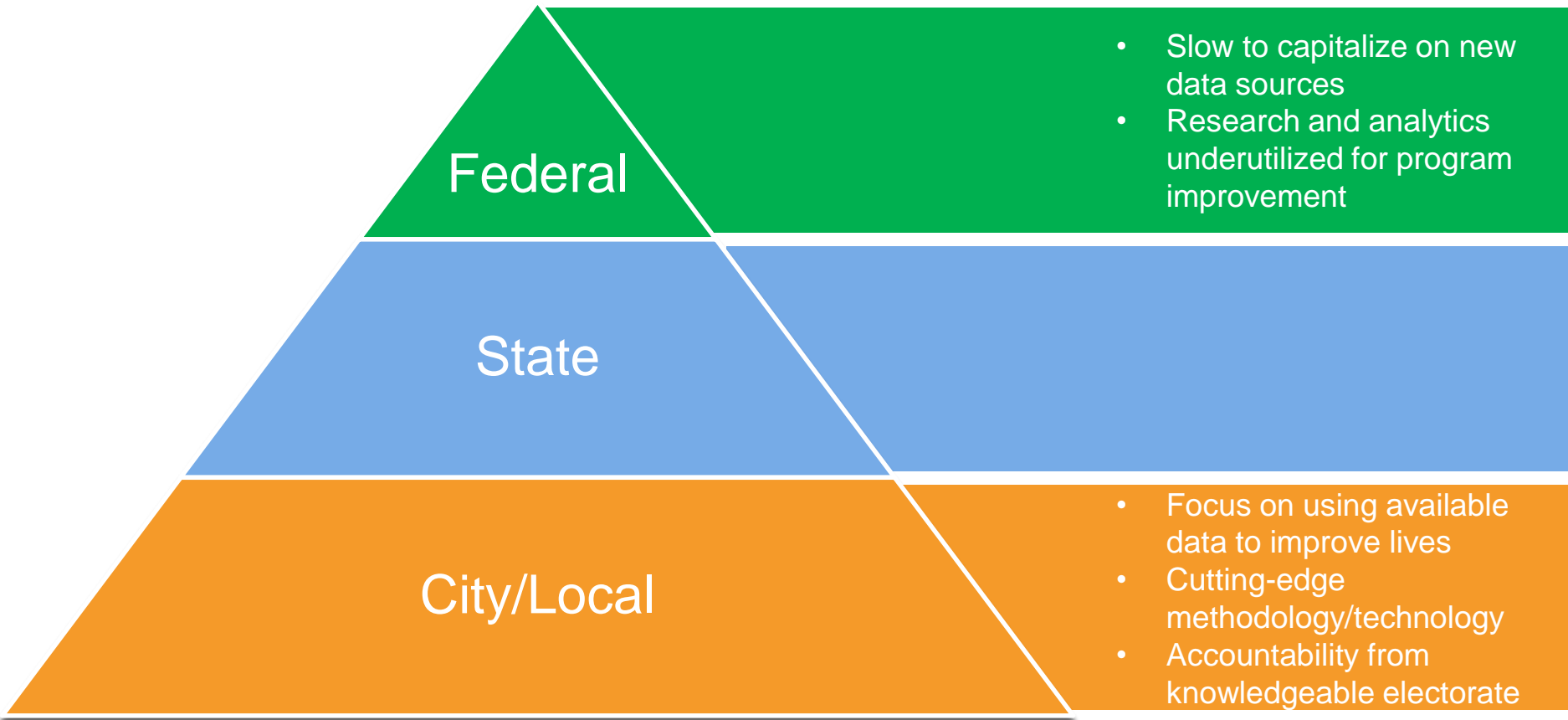


Constant Dynamic Data

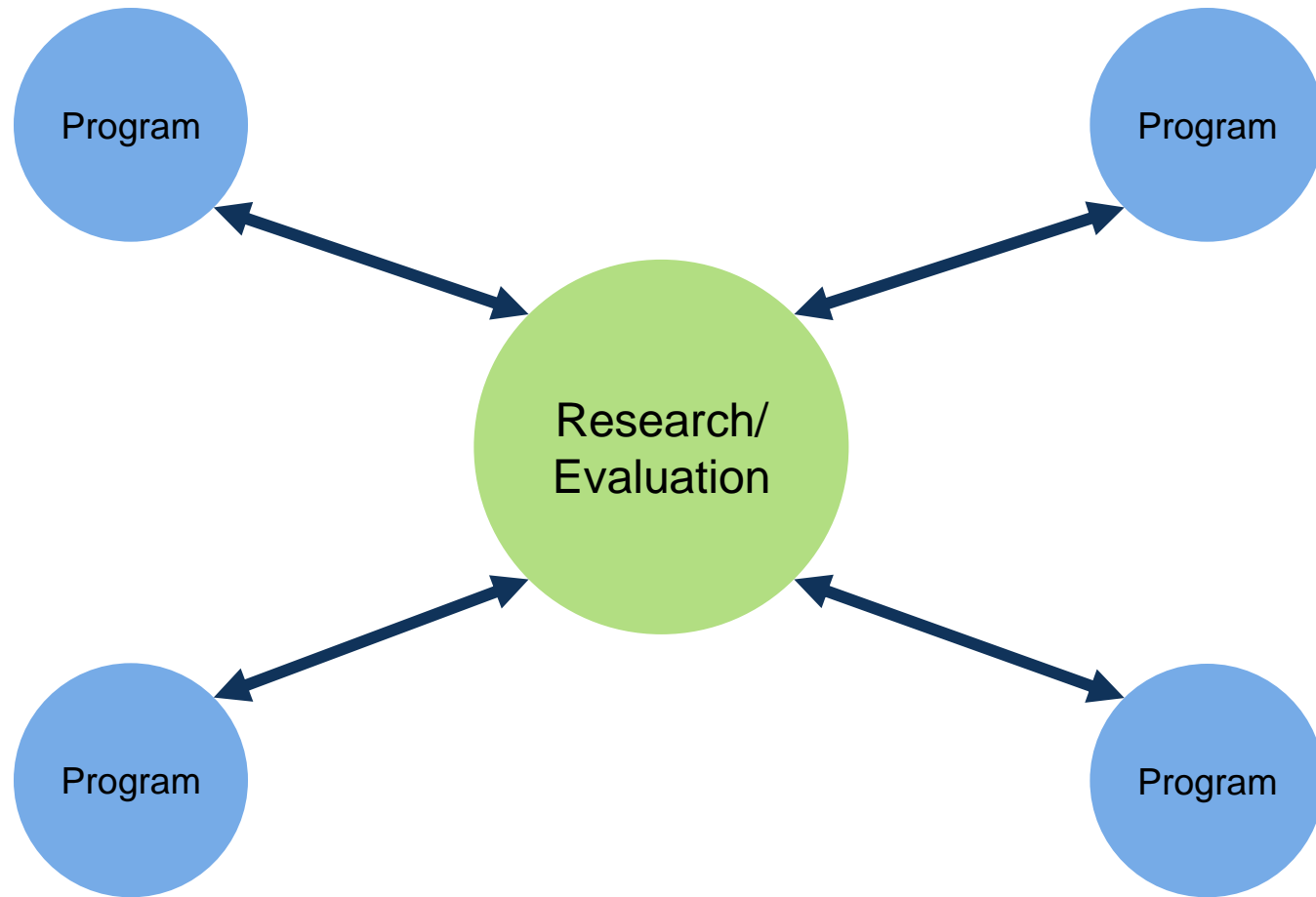


Real-Time Decision Making

Data Analytics Age



Building an Evidence-Based Culture: Traditional Agency Model



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

Culture Eats Strategy for Lunch!

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.

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