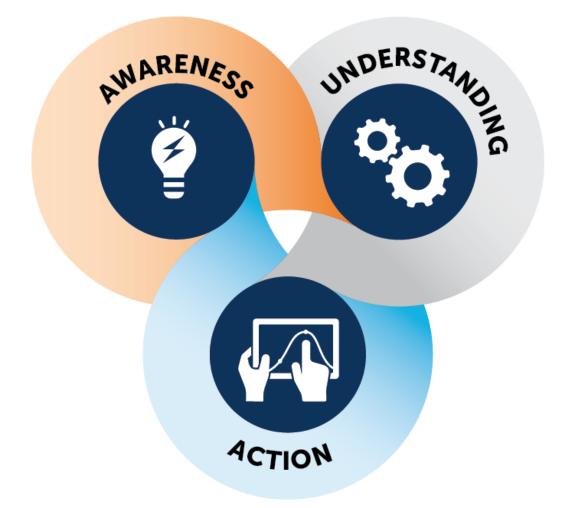
Response to the Commission for Evidence-Based Policymaking Final Report

APPAM

November 2, 2017

Paul T. Decker

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



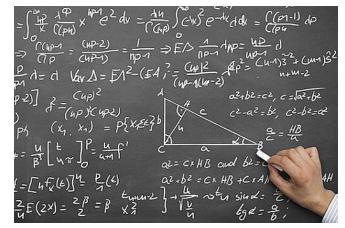
Scarcity of Data



Accumulation of Static Data

MATHEMATICA

Policy Research



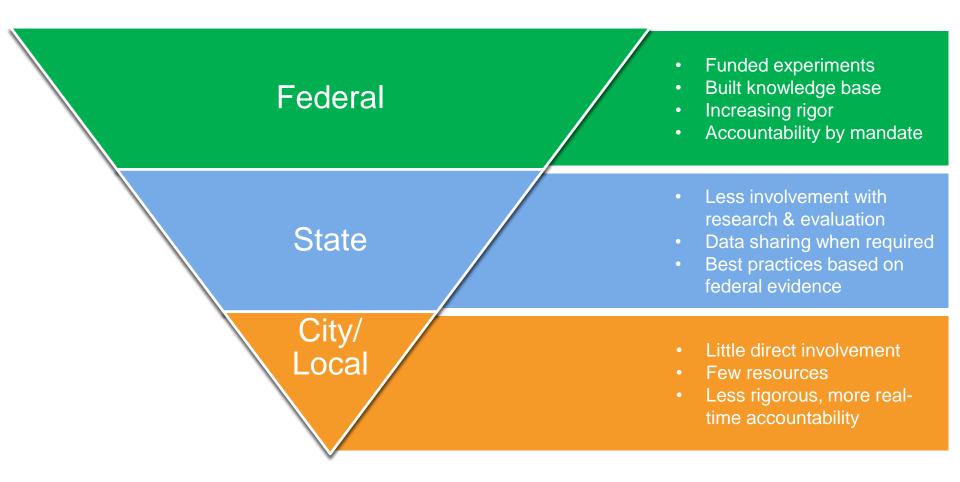
Rigorous Approaches



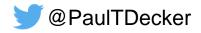
Outcomes-Based Funding Decisions



Research & Evaluation Age



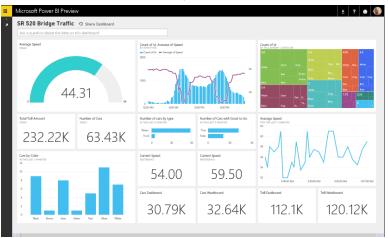




Data Analytics Age



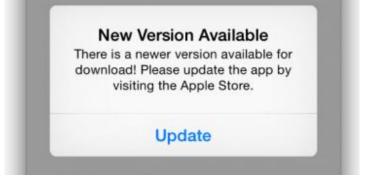
Ubiquity of Data



Constant Dynamic Data

MATHEMATICA

Policy Research



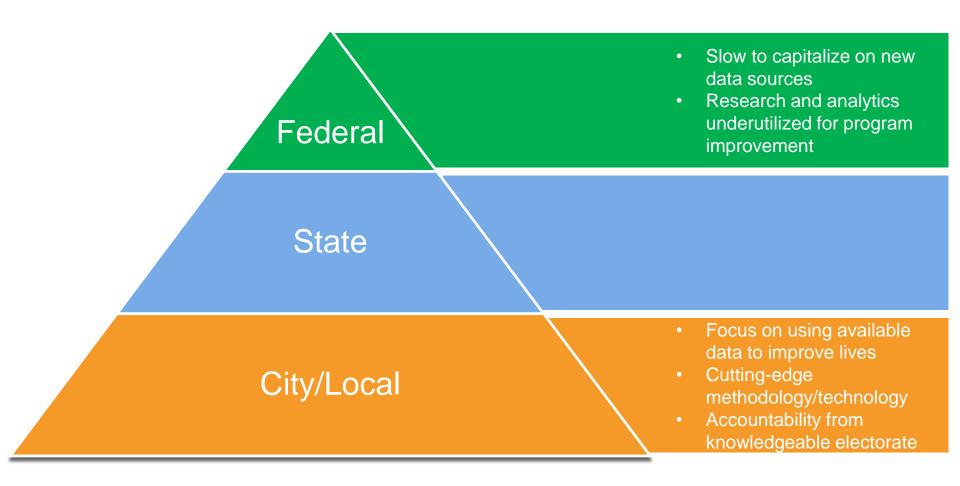
Iterative Approach



Real-Time Decision Making



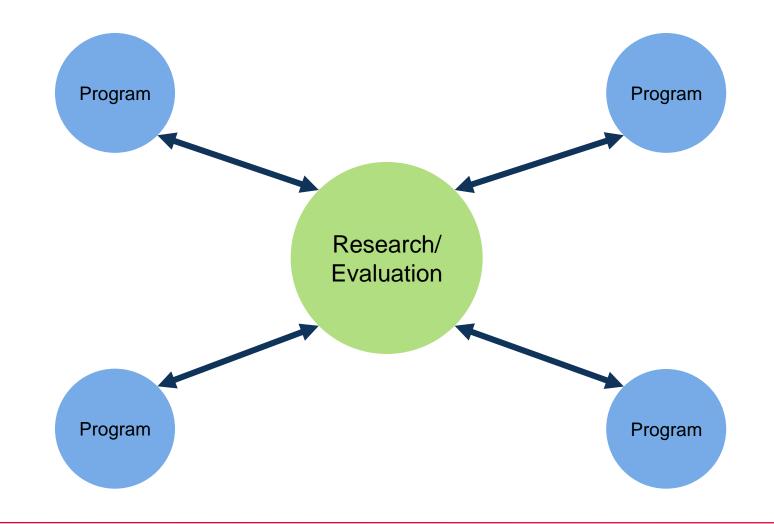
Data Analytics Age



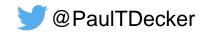




Building an Evidence-Based Culture: Traditional Agency Model







Building an Evidence-Based Culture



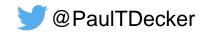




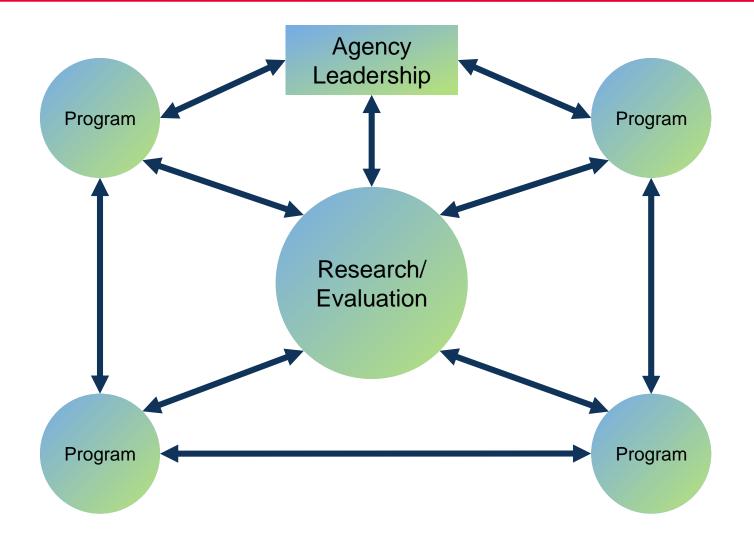
Building an Evidence-Based Culture: Evidence Orientation Model



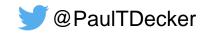




Building an Evidence-Based Culture: Evidence Orientation Model







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





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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