



NEW ZEALAND **QUALIFICATIONS** AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

QUALIFY FOR THE FUTURE WORLD
KIA NOHO TAKATŪ KI TŌ ĀMUA AO!

Free & Frank Policy Advice Seminar

12 August 2015

Karen Poutasi
CE, NZQA

State Sector Act 1988

S32 (1) The Chief executive of a department or departmental agency is responsible to the appropriate Minister for -

(c) the stewardship of the department or departmental agency, including of its medium - and long-term sustainability, organisational health, capability, and capacity to offer free and frank advice to successive governments;

(f) the tendering of free and frank advice to Ministers

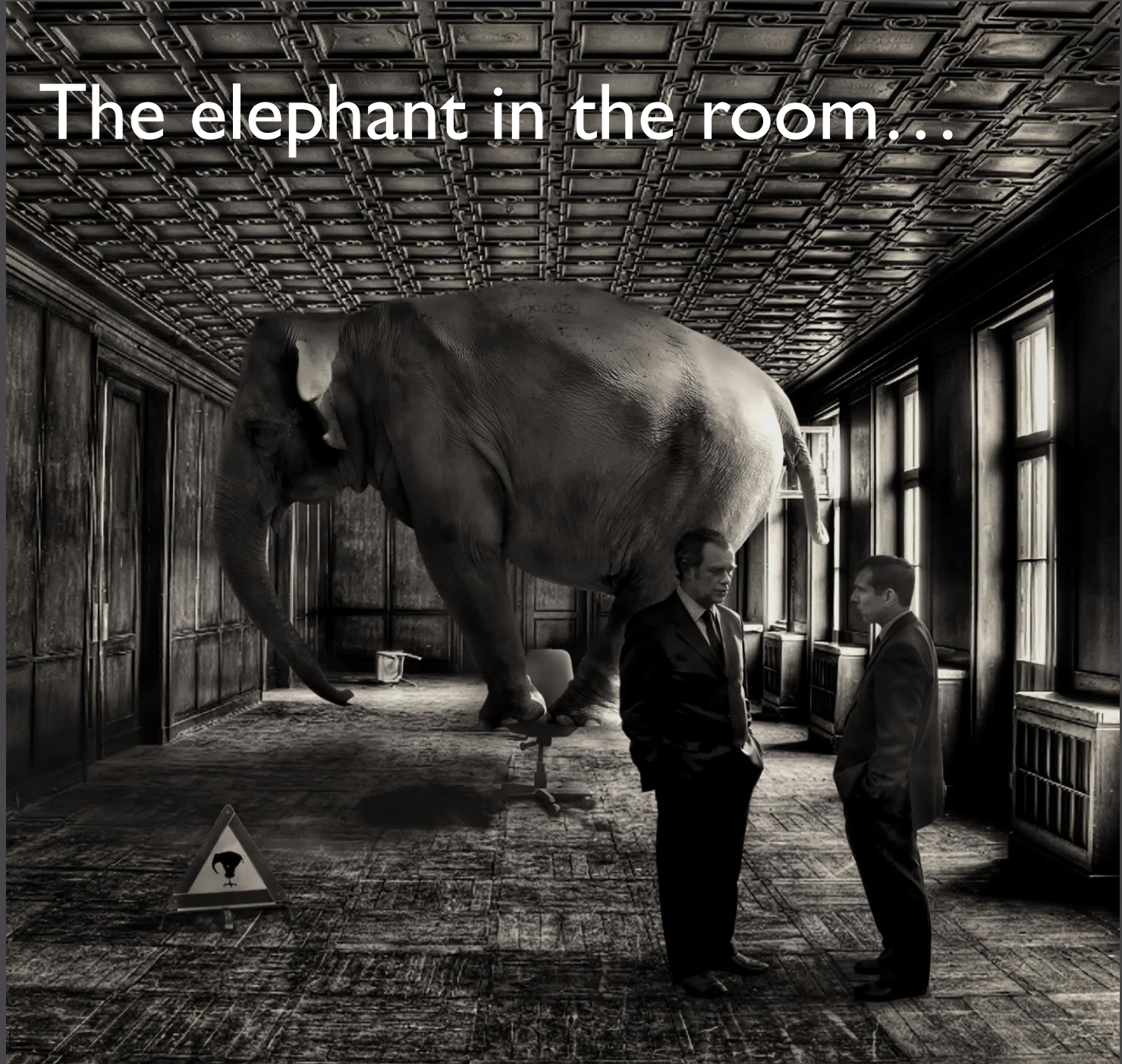


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The elephant in the room...



The Science of Muddling Through

Lindblom: Public Administration Review XIX, 1959 pp 79-88

Contextuated Decision Making

*Etzioni: “The Active Society: A Theory of Societal and Political Processes”
1968 Collier-MacMillan Ltd*



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Speaking Truth to Power

**Two decades of analysis in
the Department of Health**



The Nuffield Trust
FOR RESEARCH AND POLICY
STUDIES IN HEALTH SERVICES

Clive Smee

Cynefin

Complex

- *Unknown unknowns*
- Flux and unpredictability
- Large number of nonlinear interactions
- Problem is dynamic. Solutions cannot be imposed.

Management Approach:

- Accept variability and apply emergence
- Safe to fail experimentation
- Empirical process control – plan, do, check, act
- **Probe** **Sense** **Respond**

Complicated

- *Known unknowns*
- Assumption: order exists
- Expert diagnosis required

Management Approach:

- Determinism
- Acceptance of some flux and unpredictability
- Reduce variability & risk via expert opinion and analysis
- **Sense** **Analyse** **Respond**

Unorder

Disorder

Order

Chaotic

- *Unknowables*
- No cause & effect, no point looking for right answers
- Many decisions to make and no time to think

Management Approach:

- apply patterns
- **Act** **Sense** **Respond**

Simple

- *Known knowns*
- Assumption: order exists
- Clear cause-and-effect
- Strongly causality based – X causes Y

Management Approach:

- Reduce system to its parts and their interactions
- Remove variability
- Fail-safe design
- **Sense** **Categorise** **Respond**



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Nōu te rourou
nōku te rourou
ka ora ai te iwi

