

## **Simulation of a meeting with the leaders: preparation of information and analysis on governmental program<sup>1</sup>**

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*With a Teaching Note*

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The processes of formulation, decision, implementation and evaluation of government policies are affected by a number of variables: the environment in which they are developed – the domestic and international political and economic conjunctures, the institutional and social structure; the actors who mobilize, their perceptions and their resources of power; public opinion; lack of resources, uncertainty about the costs and benefits of policy alternatives, among others.

The purpose of this simulation is to take the student to experience a real life situation, to examine and understand the complexity of the “political game” present in the processes of formulation, decision making and implementation of government policies.

The entire workshop revolves around a simulation that aims to prepare leaders and advisors to organize information and diagnostics for decision making. This simulation presents different points of view on a program in progress and encourages discussions between leaders and actors of the areas involved. Based on the consideration of these actors point of views, the participants should get ready in a short amount of time, for a meeting with the newly appointed manager responsible for the program in question.

Students will form an advisory team with the purpose of presenting relevant information on the manager’s decision making program. The students’ autonomy is essential in this simulation. They should be able to divide tasks and work in groups, identify the essential questions for interviewees; share partial views to achieve a synthesis; discuss and select the priority issues to be taken to the leader and define the profile chosen to represent the group. That is, the workshop encourages the autonomy and self-organizing work of the groups. There is no interference from the facilitator.

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### **Steps of the Workshop**

1. Preparation by the event coordination / facilitator
2. Research on the selected program
3. Interviews with key actors
4. Systematization of the information obtained in the interviews
5. Elaboration of a Technical Note and preparation of the meeting with the leader
6. Process simulation to support decision making
7. Feedback, comments and evaluation.

### **Simulation objectives**

- Experiencing the complexities, challenges and risks related to the environment in which public programs are implemented, considering the viewpoints of different actors.
- Experience the preparation and holding of the meeting to advise and equip the newly appointed leader with information, diagnoses and proposals.
- Interact with different actors, collect and prepare managerial information, pass judgment.

### **Learning Objectives**

- At the end of the simulation, students should be able to apply previously acquired knowledge on policy development, and prepare managerial information for leaders decision making, considering the actors and multiple variables involved in the process of implementation of policies and programs.

### **Requirements**

Due to the diversity of actors that influence and participate in public policy (state, municipal and federal managers, civil society, politicians),

in the environment of unpredictability, restrictions, and in the profusion of information, the workshop assumes that the participant has prior knowledge on formulation, implementation and evaluation of public policies and understands the complexity of the political game in these processes.

The facilitator must have previous experience in the public sector, with confidence to assume the role of a leader, besides knowing the selected program and preparing the key questions to be asked to students.

Target audience: advisers, managers, coordinators, leaders and civil servants who are being prepared to assume management and upper advisory positions.

**Duration:** 16 hours

### **Workshop Format**

The workshop is being held at Enap since 2003, in training courses for specialists in Public Policy and Governmental Management (EPPGG), career enhancement, and specialization in public management.

The duration varied according to the target audience and their familiarity with the topic of public policies, the learning objectives, time and resources. The first workshop lasted 8 hours, in which the actors interviewed were the main sources of information for the meeting with the leaders. There have been workshops of 20 to 24 hours, in which part of the time was allocated to the concepts, and students had more time to research, prepare and develop technical note.

Currently, the workshop directed to the EPPGG in training is 16 hours long, since the proposal is to simulate the environment of urgency and pressure that develop certain governmental actions for which the civil servants must be prepared. Furthermore, the training course has several disciplines that discuss theoretically the public policy processes. In the case of specialization, the choice was for 24 hours, since the theoretical aspects are discussed during the workshop.

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### **Note**

- 1 The workshop was originally developed from the adaptation of an exercise of the Public Policy Development Course, offered by the Canadian School of Public Service (CSPS) to Enap in 2003. Since then, the exercise has been redesigned to reach the current format.