Policy Analysis Concepts and Practice 6th edition Weimer Solutions Manual

SKU: 9781138216518-SOLUTIONS

alternatives in terms of all the specified goals and criteria.

6. Whereas research papers provide considerable artistic license, the policy analysis is written in a direct and concise style.

2. *Now think about articles you have read in scholarly journals. How does the sample policy analysis differ in content and structure from published academic research?*

Many of the comparisons between student research papers and the policy analysis also apply to the comparison between scholarly articles and the policy analysis. A few specific comparisons follow.

Some differences are worth noting:

1. Whereas scholarly articles seek to provide a methodologically conscious answer to a specific, often narrow, question, the policy analysis makes comprehensive predictions using whatever evidence is available.

2. Whereas scholarly articles usually review all related scholarship, the policy analysis draws only on prior work relevant to assessing the problem and predicting the consequences of alternative policies.

3. Whereas scholarly articles are generally "finished" in the sense that they can be held back until the author (and referees and editors) see it as complete, the policy analysis represents the best that can be done under the deadlines of time and resources.

Chapter 2

1. *The Legislative Analyst's Office, which functions as the "eyes and ears" of the California Legislature, was founded in 1941. It served as a model for the Congressional Budget Office. Visit its web page (www.lao.ca.gov) to view its history and samples of its products. Would you expect the analysis produced by the Legislative Analyst's Office to be more or less politically neutral than analytical offices within the California executive branch?*

Executive agencies face strong pressure to support the administration's policy. Legislative settings appear to provide a greater possibility for institutionalizing neutral and balanced policy analysis. Legislatures generally operate at an informational disadvantage relative to executive agencies, providing a motivation for creating analytical offices. Anticipating that different parties will command majorities in the legislature at different times, those who lead the analytical offices have strong incentives to be neutral and balanced, and to be perceived as neutral and balanced. As Elizabeth Hill, a former California Legislative Analyst, notes: "The viability of the office is dependent on its ability to provide independent analyses based on reliable information on an ongoing basis" (Personal communication, cited in David L. Weimer, "Enriching Public Discourse: Policy Analysis in Representative Democracies," *The Good Society* 11(1) 2002, 61–65.) The office she heads has existed since 1941, surviving many changes in legislative control.

It also served as the model for the Congressional Budget Office, which has played a similar role at the Federal level since 1975, and many state-level analytical offices. For a discussion of creating venues for neutral competence, see David L. Weimer, "Institutionalizing Neutrally Competent Policy Analysis: Resources for Promoting Objectivity and Balance in Consolidating Democracies." *Policy Studies Journal* 33(2) 2005, 131–146.

2. *"Think tanks" differ in a variety of ways, including their areas of specialization and the degree to which they advocate specific policies. Characterize the following "think thanks" after visiting their web pages: Cato Institute (www.cato.org), Fraser Institute (www.fraserinstitute.ca), Progressive Policy Institute (www.ppion.org), RAND Corporation (www.rand.org), and Resources for the Future (www.rff.org).*

The Cato Institute has a libertarian orientation, as does the Fraser Institute (Canada). Both speak to particular policy issues as well as conduct policy research. The Progressive Policy Institute seeks to promote a "third way" of modern progressive policies. RAND does considerable policy analysis by contract as well as policy research, including overseeing major social experiments such as the famous RAND Health Insurance Study. Resources for the Future emphasizes policy research in the environmental policy area.

As a follow-up exercise, students could be asked to search for an issue addressed by both the Cato Institute and the Progressive Policy Institute to make comparisons. Students could also be directed to visit the web sites for other "think thanks" such as the Brookings Institution, the American Enterprise Institute, and the Heritage Foundation.

Chapter 3

1. *Imagine that you are an analyst working as a budget analyst for your state's department of education. You have made what you believe to be a fairly accurate prediction of the cost of a statewide class-size reduction program for elementary schools. You just discovered that your supervisor is planning to testify before a committee of the Assembly that the cost would be less than half of the cost you predicted. What factors would you consider in deciding on an ethical course of action?*

You would probably want to consider the following:

Does your supervisor know that her planned testimony is in conflict with your analysis? If not, then your first ethical responsibility would be to inform her about the discrepancy.

Does your supervisor have some other basis for making her prediction? Perhaps she is assessing your prediction against that of another analyst who she trusts more. If this is the case, then you may not have an ethical problem, but rather a problem with your role in the agency.

If she understands that her planned testimony is in conflict with your analysis, and she has no alternative source of information to support her position, then you may want to consider the likely consequences of her testimony in assessing your ethical responsibility. If the testimony is

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Introduction to Policy Analysis March 11, 2013

Midterm Examination

The purpose of this examination is to test your mastery of the conceptual foundations of policy analysis—especially market and government failures. Please write clear and concise answers that show your understanding of basic concepts.

1. (20 points) Consider any *one* of the four traditional market failures.

    a. Illustrate with a simple diagram the social surplus loss associated with the market failure. Be sure the diagram is fully and clearly labeled in terms of quantities, prices, and relevant areas. Neatness counts here!

    b. Discuss a circumstance in which a non-governmental response might arise over time to mitigate to some extent the inefficiency resulting from this market failure.

2. (30 points) Briefly define *and* give the significance of each of the following for understanding public policy:

    a. Moral hazard

    b. Rent seeking

    c. Pure public good

    d. Negative externality

    e. Experience good

    f. X-Inefficiency

3. (20 points) An analyst has produced a report that she believes meets professional standards in reaching its recommendation. Her superior has instructed her to change the report to support an alternative recommendation that the analyst believes is unjustified. Discuss some of the most important factors she should consider in deciding her ethical responsibilities in responding to the supervisor.

4. (30 points) The Republic of Freedonia has a large number of people waiting for organ transplants from the almost one-hundred hospitals that recover cadaveric organs and transplant them. Under current regulations, all donated cadaveric organs are allocated to patients with the highest priority on the national waiting list. To harvest organs, hospitals must invest resources in the intensive care of brain-dead donors and the timely removal of organs. A recent study found that, although most families approve organ donation from their loved ones who have suffered brain death, the recovery rate of organs from deceased donors is well below the rates in neighboring countries.

a. Taking the legal prohibition against buying and selling organs in Freedonia as unchangeable, provide a framing of the problem of the low recovery rate of willing donations. Choose a framing that will be useful in developing policy alternatives for addressing the problem. Clearly explain the framing and its application to the problem.

b. Sketch two policy alternatives suggested by the framing. Your alternatives should be substantially differ from each other in approach.

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What Is Policy Analysis?

Overview

- Defining policy analysis
- Policy analysis in perspective
- Fundamentals of and frameworks for policy analysis

Defining Policy Analysis

- Policy analysis is client-oriented advice relevant to public decisions and informed by social values
- Three components:
    1. Scope of advice
    2. Useful for clients
    3. Decisions driven by implicit concern for the welfare of others

Policy Analysis in Perspective

- Content is the “what” and process is the “how”
- Policy researchers versus policy analysts
  - Each faces different constraints of time, audience, and client or employer needs
  - Each may have different clients, personal motivations, and networks

Creation and Application of Public Policy Knowledge

	Primary Audience		
Primary Focus		Client	Epistemic Community
	What	Policy analysis (narrowly defined)	Policy research
	How	Stakeholder analysis	Policy process research

Analytical Roles: ASPE

- Desk officer
  - Coordinates policy in a specific program area
- Policy developer
  - Develop policy positions for department
- Research overseer
  - Help plan and monitor external research
- Firefighter
  - Drop everything and respond to internal and external requests for information and analysis

Fundamentals and Frameworks

- Skills to gather, organize, and communicate information with strict deadlines and limited access to relevant actors
- Perspective for putting social problems in context
  - When is it legitimate for government to intervene?
    - Efficiency and market failures (may also include government failures)
- Technical skills to define and assess alternative policies
- Understanding of political and organizational behavior
- Ethical frameworks to guide analysis
  - Client and personal perspectives on ethical dilemmas