



PERSONAL

E andrew.hawkins@artd.com.au

T 02 9373 9915



EDUCATION

Master of Administrative Law and Public Policy (Scholarship), USYD (2007)
Bachelor of Arts (Hons Psych), USYD (2000) University Fellow, College of Indigenous Futures, Arts and Society, Charles Darwin University

Editorial Advisory Board member, Evaluation Journal of Australasia
Board Member, Australian Evaluation Society
Baseline Australian Government Security Clearance

AWARDS

Best Public Sector Evaluation, Australasian Evaluation Society 2014
Best Practice Paper, Canadian Evaluation Society 2021



ANDREW HAWKINS CHIEF EVALUATOR



Andrew is the creator of **Propositional Evaluation**: a system for policy and program design, monitoring and evaluation that helps you identify and manage risks of program failure.
www.propositionalevaluation.org

Andrew works as a trusted advisor across the public and not-for profit sector. He is focused on understanding your needs and arming you with evidence and powerful arguments to perform your role as a policy administrator or advisor at the highest level.

Andrew draws on his background in evaluation, psychology and administrative law and policy and his deep interest in philosophy, argumentation theory and the logic of scientific methods. He is deeply passionate about the practical utility of evaluation and 'evaluative thinking' for public policy in a complex and uncertain world – helping his clients develop credible and persuasive answers to the question 'what makes doing that, a good idea?'



My clients tell me that they value my deep knowledge of evaluation and that they feel in safe hands because this expertise is translated into a pragmatic approach that appreciates the setting in which they work.

STRATEGY, MONITORING AND EVALUATION

Andrew has 25 years' experience in the design, delivery, and evaluation of public policy. His long track record, experience across sectors and logical problem-solving orientation provides a 'fresh set of eyes' and helps clients 'join the dots' in strategic and unexpected ways. He listens deeply to understand the nature of problems and the policy context. He brings a deep grounding in theory and methods to generate evidence and insight useful for strategic decision making, continuous improvement and the production of compelling new policy proposals.

Andrew has earned the trust to handle some of the most difficult problems for public policy, thanks to his abilities in critical thinking and his attentive focus on client needs. He is sector agnostic. His value lies in the way he works with you, not so much in the specific things he has done before. He is a great partner to help with strategic advice and evaluation that requires useful insights for policy and program development, his most recent projects include:

- » A framework and method to measure the impact of the **NSW Audit Office** on different levels of governance in NSW, including a return-on-investment approach.
- » A strategy to support strategic decision making about the policy mix for housing in NSW over the next 20 years for **NSW Department of Planning and Environment**.
- » A four-year, million-dollar evaluation of Future Directions in Social Housing for **Homes NSW** to determine which services are most effective for promoting housing independence.

LEADING CHANGE AND BUILDING CAPACITY FOR EVALUATION

Andrew has been commissioned by Australian government departments and universities to provide expert advice on evaluation including;

- » Systems evaluation expert advice for the University of Queensland **Institute of Social Science Research** as part of their research on equity commissioned by the **Australian Universities Accord**.
- » Expert advice on monitoring and evaluation of innovation policy for the **Department of Agriculture, Fisheries and Forestry** panel.
- » Realist evaluation expert advice on Indigenous work for the dole in remote Indigenous communities for **Department of Prime Minister and Cabinet**.
- » Design advice for the Evaluation Readiness Service for the **Department of Social Services**. A series of guides, templates and decision trees to provide advice to non-evaluators on how to prepare their program for evaluation.
- » A whole of entity evaluation framework, implementation strategy and guidelines for staff of the **Australian Skills and Quality Agency (ASQA)**.
- » [Choosing appropriate design and methods for impact evaluation](#) **Department of Industry, Science, and Resources** (with Profession Patrica Rogers).

Andrew is widely respected for his contributions to the practice and theory of evaluation including the provision of training and capacity building services and as an expert advisor. He has been commissioned by the Australian Evaluation Society to provide numerous highly rated workshops including;

- » Foundations of evaluation: past present and future (with Associate Professor Brad Astbury)
- » Evaluand analysis (or what is a policy or program?)
- » Designing credible and useful impact evaluations (with Associate Professor Brad Astbury)
- » Survey design and analysis

Andrew has also published articles in major peer reviewed evaluation journals including;

- » [Using RCTs in program evaluation](#)
- » [Putting the logic back in program logic](#)
- » Using evaluation to manage the risk of program failure (in press)

Andrew has logged over 18,000 hours of direct client service delivery across the public policy spectrum and led over 250 substantial evaluation and advisory engagements at ARTD since 2007: from perinatal depression to early childhood education, child protection, disability, housing, infrastructure, employment, tertiary education, crime, environment, aged care, suicide, and cemeteries. The consistency in his work is his synthesis of reasoned arguments for feasible and credible policy and program responses to complex issues.

REGULATION AND REGULATORY THEORY

A common thread to many of Andrews' projects since his time as a behavioural scientist has been regulation and shaping the behavior of organizations and individuals.

- » [Australian Trusted Trader \(ATT\) program](#) (Department of Home Affairs, 2015-2024)
- » [Industry Interment Scheme Evaluation Framework and Plan](#) (Cemeteries and Crematoria NSW, 2023)
- » [ASQA evaluation of changes to structures of joint monitoring and data sharing for enhanced compliance and fraud detection](#) (Department of Education, 2023)
- » [Consultation on NDIS Quality and Safeguarding Framework](#) (Department of Social Services, 2022)
- » [Evaluation of the Quality Ratings Initiative](#) (NSW Department of Education, 2021)

EDUCATION

- » [Evaluation of Restacking the Odds](#) (Murdoch Child Research Institute and Paul Ramsay Foundation, 2024)
- » [Reform Logic for the Early Childhood Education Reform Agenda and Start Strong](#) (NSW Department of Education, 2022)

EMPLOYMENT

- » [Evaluation of the Skills Organisation Pilots](#) (Department of Education, Skills and Employment, 2022)
- » [Evaluation of the National Youth Employment Body \(NYEB\)](#) (Brotherhood of St Lawrence & Paul Ramsay Foundation, 2023)
- » [Evaluation Framework for implementation of regulatory reforms to the Australian Skills Quality Authority](#) (Australian Skills Quality Authority, 2023)
- » [Youth Jobs PaTH](#) (Australian Department of Department of Education, Skills and Employment, 2019)
- » [Local Government Skills Strategy](#) (NSW Office of Local Government, 2019)
- » [Employment programs for social housing tenants](#) (NSW Department of Communities and Justice, 2018)

- » [Comcare Claims Management Pilot](#) (Department of Education, Skills and Employment, 2018)
- » [Realist advice On Indigenous Work for the Dole in Remote Communities](#) (Department of Prime Minister and Cabinet, 2018)
- » [Our Land Our Jobs realist monitoring and evaluation framework](#) (Indigenous Land Corporation, 2018) with Charles Darwin University

ENVIRONMENT

- » [Evaluation of the Northern Australia Biosecurity Strategy](#), (Department of Agriculture and Fisheries, 2024)
- » [Murray Darling Basin Plan Evaluation Planning](#) (Murray Darling Basin Authority, 2023)
- » [Evaluation of the Mouse Control Program](#) (Department of Regional NSW, 2023)
- » [Management of Environmental Water](#) (NSW Department of Planning and the Environment, 2020)
- » [Enhanced Bushfire Management](#) (National Parks and Wildlife Services, NSW Department of Planning and the Environment, 2022)
- » [Illegal Kerbside Dumping Trials](#) (NSW Environment Protection Authority, 2020)
- » [Environmental Water Management Program Evaluation](#) (Biodiversity and Conservation Division, 2020)
- » [Biodiversity Reform Act Monitoring, Evaluation and Reporting Strategy](#) (NSW Natural Resource Commission, 2019)

MENTAL HEALTH AND TELEHEALTH

- » [Evaluation Framework for the National action plan for the mental health of emergency services workers](#) (National Emergency Management Agency, 2021, 2023)
- » [Strong Minds Evaluation](#) (Western NSW PHN, 2019)
- » [Workplace Mental Health Online Resources](#) (Beyond Blue, 2019)

HOUSING & HOMELESSNESS

- » [Work Activity Analysis tool \(WAAT\) and the cost of providing social housing](#) (Homes NSW, 2024)
- » [NSW Housing Strategy 2041 and 2023-27 Action plan](#) (NSW Department of Planning and Environment 2023)
- » [Future Directions in Social Housing: Service Improvement Initiatives](#) (NSW Department of Family and Community Services, 2019-2023)
- » [Integrated model of housing and support](#) (Mission Australia, 2023)

HOUSING & HOMELESSNESS (CONTINUED)

- » [Monitoring and Evaluation Framework for the Queensland Housing Strategy 2017-2027](#) (Queensland Department of Housing and Public Works & University of Queensland Institute for Social Science Research, 2021)
- » [Service Improvement Plan and Resource Allocation Model](#) (South Western Sydney 2018, Western Sydney 2020, NSW Department of Communities and Justice)
- » [Housing Contact Centre Evaluation](#) (NSW Department of Communities and Justice, 2018)
- » [Reforms to anti-social behaviour in social housing process and outcomes evaluation](#) (NSW Department of Communities and Justice, 2018)

INDUSTRY AND WORKERS COMPENSATION

- » [Hear2Talk Evaluation](#) (State Insurance Regulatory Authority, 2024)
- » [Recovery at Work Evaluation \(Phases 1 & 2\)](#) (State Insurance Regulatory Authority, 2023)
- » [Evaluation of Comcare Pilot](#) (Department of Employment, 2020)
- » [Development of an industry funding model for financial counselling](#) (Department of Social Services, 2021)
- » [Evaluation of the Drought Support Package](#) (Department of Regional NSW, 2022)

INFRASTRUCTURE

- » [Process evaluation of Restart NSW](#) (NSW Department of Premier and Cabinet, 2019 & 2020)
- » [RDA Stakeholder survey](#) (Department of Infrastructure, Transport, Regional Development and Communications, 2020 & 2022)