



## PERSONAL

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## 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 (2015 - Current)  
Founding chair Systems Evaluation Special Interest Group, and Member, Australian Evaluation Society (AES)  
Baseline Australian Government Security Clearance

Editorial Advisory Board member,  
Evaluation Journal of Australasia

## AWARDS

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



# ANDREW HAWKINS

## PARTNER



Andrew is the creator of **Propositional (Program) Design Logic**: a reasoned system for policy and program design and obtaining assurance for outcomes in complex and uncertain conditions  
[www.propositionalevaluation.org](http://www.propositionalevaluation.org)

## STRATEGIC MONITORING AND EVALUATION

Andrew's long track record, experience across sectors and logical problem-solving orientation provides a strategic 'fresh set of eyes' and helps clients 'join the dots' in unexpected ways. He listens deeply to understand the nature of problems and the policy context. He brings a solid grounding in theory and methods to generate evidence and insight useful for decision making or continuous improvement. He is equally comfortable facilitating strategic sessions with senior executives as he is conducting sophisticated statistical analysis on psychometric data or discussing the nature of 'evidence' in social systems with policy makers and evaluators from different disciplines to ensure cost effective evaluation that makes a difference.

## LEADING CHANGE AND BUILDING CAPACITY FOR EVALUATION

Andrew is passionate about helping his clients develop their evaluative thinking capabilities. He often works with clients on 'meta-evaluations', drawing out implications from a range of related evaluations, as well as real world advice to improve the usefulness, credibility and quality of feasible future evaluations.

Andrew has worked with the Department of Social Services to develop their 'Evaluation Readiness' service, series of guides, templates and decision trees to provide advice to non-evaluators on how to prepare their program for evaluation. He also developed the **Choosing appropriate designs and methods for impact evaluation** resource with Patricia Rogers to complement advice on rigorous impact evaluation to include other modes of causal inference for evidence-based policy (Department of Industry Innovation and Science). He has published in leading peer reviewed journals on the role of logic in evaluation and the use of randomised controlled trials in complex social systems. Andrew has also run workshops on behalf of the Australian Evaluation Society on 'Evaluand Analysis' which is about setting out logical propositions using a form of program logic.

Andrew brings a strategic approach, deep understanding of the public sector and experience applying change management best practice to his work supporting leaders and decision makers to plan for and implement change.

## SURVEY DESIGN

Andrew is expert in survey design, drawing on his background in psychometrics and deep knowledge of evaluation and research methodology. As well as designing surveys, he also analyses survey data to inform refinements to survey tools to deliver more relevant, valid insights to decision makers. He led the evaluation of the People Matters Survey (NSW Public Service Commission) in 2019. He has run survey design workshops for several years for the Australian Evaluation Society.

Andrew works as a trusted advisor across the public and not-for profit sector. He is focused on understanding his clients' needs and developing innovative methods to generate credible evidence and useful insights. Andrew's approach is grounded in systems thinking, causal analysis and logic.

Andrew has 20 years' experience in the design, delivery, and evaluation of public policy. Andrew is deeply passionate about the practical utility of evaluation and 'evaluative thinking' for public policy in a complex and uncertain world – on providing reasoned 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.*

Andrew has conducted or been responsible for hundreds of evaluations over his 20 years evaluating public and not for profit policies and programs. He works across sectors and is focused on policies and programs for empowering people and economic participation: a safe place to live, mental health, quality education and a good job in a sustainable world.

#### EMPLOYMENT

- » [Entrepreneurship Facilitator initiative evaluation](#) (Australian Government Department of Education Skills and Employment, 2022 in progress)
- » [Strategic Review of Opportunity Pathways](#), (NSW Department of Communities and Justice, 2021)
- » [Legislative Review of Youth Jobs PaTH](#) (Australian Department of Employment, Skills Small and Family Business, 2019)
- » [Local Government Skills Strategy Evaluation](#) (NSW Department of Local Government, 2019)
- » [Evaluation of the Comcare Claims Management Pilot](#) (NSW 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)

#### EDUCATION

- » [Whole-of-entity Strategic Evaluation and Performance Reporting](#) (Australian Skills Quality Authority, 2022 - in progress)»  
[Program logic for the Early Childhood Education Reform Agenda](#) (NSW Department of Education, 2022)
- » [Evaluation of the Skills Organisation Pilots](#) (Department of Education, Skills and Employment, 2022)
- » [Review of Family Day Care Australia](#) (Family Day Care Australia, 2019)

#### ENVIRONMENT

- » [NPWS Enhanced Bushfire Management Evaluation](#) (NSW Department of Planning and the Environment, 2022)
- » [Environmental Water Management Program Evaluation](#) (NSW Department of Planning and the Environment, 2020)
- » [Evaluation of the Illegal Kerbside Dumping Trials](#) (NSW Environment Protection Authority, 2020)
- » [Biodiversity Reform Act Monitoring, Evaluation and Reporting Strategy](#) (NSW Natural Resource Commission, 2019)

#### MENTAL HEALTH AND TELEHEALTH

- » [Strategic Advice and Monitoring and Evaluation Framework for the National action plan for the mental health of emergency services workers](#) (Department of Home Affairs, 2021- current)
- » [Strong Minds Evaluation](#) (Western NSW PHN, 2019)
- » [Workplace Online and Toolbox Talks Training Evaluation](#) (Beyond Blue, 2019)
- » [Anxiety and Depression Helpline Outcomes Evaluation](#) (Beyond Blue, 2018)
- » [BlueVoices Evaluation and Co-design Strategy](#) (Beyond Blue, 2018)

#### HOUSING & HOMELESSNESS

- » [Evaluation of Future Directions in Social Housing: Service Improvement Initiatives](#) (NSW Department of Family and Community Services, In Progress)
- » [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)
- » [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, 2020 - in progress)

#### INDUSTRY

- » [Strategic Evaluation of NSW Government Drought Support Measures and Initiatives](#) (Department of Regional NSW, 2022)
- » [Evaluation Framework, strategic advice and evaluation of the Australian Trusted Trader Program](#) (Australian Department of Home Affairs, 2015-22)
- » [Monitoring and evaluation advice for the Cooperative Research Centres Program](#) (Department of Industry, Innovation and Science, 2018)
- » [Stakeholder interviews for Jobs for NSW Fund](#) (Department of Industry, Innovation and Science, 2018)

#### INFRASTRUCTURE

- » [Restart NSW Funds Process Evaluation Surveys](#) (NSW Department of Premier and Cabinet, 2019-20)
- » [RDA Stakeholder Survey](#) (Department of Infrastructure, Transport, Regional Development and Communications (2019-20)
- » [Monitoring and evaluation framework for the National Freight and Supply Chains Security Strategy](#) (Department of Infrastructure, Regional Development and Cities, 2018)
- » [Monitoring and evaluation framework for Inland Rail](#) (Department of Infrastructure, Regional Development and Cities, 2018)