

Case Study 2:

DemRes, City of Draais and micromobility

In this simulation students play the role of policy evaluation professionals at a fictional research organisation (DemRes) producing evidence for policy in the fictional Evbaland. This welcome letter provides an overview of the organisation and the roles within the policy evaluation units.

Welcome to DemRes!

DemRes is a social research not-for-profit organisation in Evbaland. Evbaland is a medium-sized advanced capitalist democracy. DemRes was founded in 1964 and is a registered charity. DemRes's charitable objective is to 'advance public knowledge and education through social research'.

Strategic vision:

DemRes's strategic goal is to become the place that people go to in order to understand our society. In the current context of political polarisation, DemRes strives to be the non-partisan voice at the heart of debates over the future direction of the country. In working towards this goal DemRes is focused on further methodological innovation, scaling up its outreach activities, web development and improving the accessibility and functionality of its data storage and building new relationships with a more diverse client base.

This will require an increased operating budget so DemRes is looking to take on more projects of moderate to medium funding in order to garner more funds whilst maintaining its current organisational structure. To this end, DemRes is willing to expand and consider applying for projects that do not fit the profile of its usual clientele.

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Funding sources:

DemRes has a wide number of clients – including government departments, councils, regulatory bodies, universities, charities, not-for-profits and the corporate social responsibility divisions of commercial organisations. DemRes does not receive core funding from any one organisations but is instead reliant on grants and income from the services it provides to these clients.

As a registered charity, all of DemRes's assets and profits must be reinvested in the pursuit of this charitable objective. At the same time it benefits from significant tax exemptions almost complete exemptions for business rates.

Budget:

In the 2018-19 financial year DemRes revenues were EVBA¹ 34.3 million and its operating costs were EVBA 33.9 million, leaving an operating surplus of EVBA 0.4 million.

Organisational structure:

In the 2018-19 financial year DemRes had 262 full-time equivalent employees. This staff is split between two research centres: a "Policy Centre" which employs mixed method qualitative and quantitative policy research, with expertise mainly in education, health, and economic development; and a "Survey Centre" that uses large-scale survey research across a significant range of data collection techniques. Both centres are based in the headquarters of the organisation in Evbacity, the capital of Evbaland.

The Policy Centre has recently created a new "Policy Evaluation Unit" (PEU) which is loosely organised around three research streams and a management team.

- The **Cost-Benefit Analysis** stream
- The **Randomized Controlled Trials** stream
- The **Behavioural Insights** stream

The PEU leadership heads the management team, tasked with bringing in more funding from a wider range of sources whilst ensuring that these are in line with DemRes's strategic vision.

They also seek to improve the methodological innovation of the research teams and ensure that the workload is allocated appropriately across the streams and, often on the advice of HR, that resources are deployed efficiently across the streams.

Finally, the organisation's **HR team** is always on the look out to ensure that resources are not wasted. They also run competitions, like the "Excellence Award" that recognizes teams with particular strengths in quality of analysis and inclusiveness.

¹ One EVBA corresponds to US \$ 0.80

Individual Roles within the four PEU teams and HR

Research streams:

In addition to being a researcher on a particular stream, each member also performs an administrative function.

- Meeting chair (x1)
- time keeper (x1)
- note taker (x1)
- communicator with other teams (x1-3)
- optional additional roles

Management team:

The management team has the following members:

- Head of the Policy Evaluation Unit (runs PEU) (x1)
- Head of management (runs the management team) (x1)
- Deputy head of management (x1-2)
- PEU Communications (x1-2)
- Administrative Assistant (time keeping / note taking) (x1-2)

Human Resources team:

The Human Resources team will be observing and awarding one of the four Policy Evaluation Unit teams an “Excellence Award” for the quality of their work.

In the Human Resources team, all members perform the same tasks: specifying the criteria of the “Excellence Award”, observing colleagues’ work and collegially deliberating and deciding on the award winners.

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