

**The role of analysts in public agencies:
Toward an empirically grounded typology**

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Abstract

The paper investigates policy analysts' types and roles in central administration. Based on a web survey provided to 4176 civil servants employed in 41 central government agencies of Poland, the policy analysts were grouped according to factors such as: knowledge creation, use of external knowledge, use of statistics and econometrics tools, involvement of analysts in the process of public policy design, involvement in the process of assessment of public policy (e.g. evaluation, impact assessment, etc.). Empirical research allowed distinguishing six main types of analysts in central government. The typology developed in the paper embraces systematic variety of roles, functions, and skills required from civil servants in central government. It can be useful construct for the analysis and development of analytical capacity in government of countries that undergo, like Poland, extensive modernization effort.

Introduction

Importance of the subject

In the modern digital-world, governments strive to improve public policy capacity by implementing evidence-based policymaking and exploring opportunities coming from data-driven decision-making. This requires adequate analytical skills of civil servants and their ability to provide input into decision-making process. In the era of proliferation of the professional roles engaged in policymaking, there is a growing need for the profound study of internal government officials performing various types of policy work.

The analysis of this subject could contribute to three different strands of academic debates. Firstly, it could inform the vast discourse on policy process under different governance modes and within different national contexts. Analysts would be then seen as specific actors in the hybrid organizational solutions, who engage in various types of interactions with other actors (policy makers, politicians, external consultants, NGOs, Think Tanks, media) participation in the network of policy formulation, implementation and assessment.

Secondly, it could enrich the debate on the evidence-based policymaking - or, as some researchers suggest – *evidence-influenced* or *evidence aware* policymaking (Nutley et al. 2002). As more research show the challenges with incorporating external evidence into governmental policy, scholars now tend to speak more about the need of co-creation or co-constructing knowledge to influence policy (Egmond et al., 2011). The skills and roles of internal policy analysts in this process are of a great importance.

Thirdly, this topic could bring valuable insights into growing scholarly debates on policy capacity, which is seen as one of the prerequisites for policy success (Howlett 2015). Analytical capacity, which on the individual level relies on capabilities of policy analysts (Howlett 2009), is one of the most important dimensions of the overall problem-solving capacities of modern states (Lodge, Wegrich 2014).

The investigation of analysts work inside government provides also practical advantages. The results of such research could be used in the process of institutionalization of policy work (e.g. creating the lacking “policy analyst” job position in several countries, designing HR solutions for analysts). Moreover, it could be used to design and implement the professional development program (e.g. postgraduate

courses, in-house training programmes) aiming to strengthen the analytical capacity of modern governments. This is how the described results are being used within Polish government.

Current knowledge gap

Although this issue is widely discussed nowadays, the similar ideas were primarily raised already in 1960', when Dror (1967) expressed the urgent need for or establishment of policy analysts professional role as one of tools for strengthening the decision-making process in US government.

Since that point, policy scholars made several attempts to conceptualize the work of policy analysts in the public administration (either central or regional). Although the seminal work of Arnold Meltsner (1976) was based only on qualitative interviews and restricted to US Government, it contributed to the debate with the first typology of policy analysts:

- *Entrepreneur* (High analytical and High political capabilities)
- *Technician* (High analytical and low political capabilities)
- *Politician* (Low analytical and high political capabilities)
- *Pretender* (Low analytical and low political capabilities)

This study was soon followed by Jenkins Smith's work (1982), in which the author distinguished three analysts roles:

- *The objective technician*
- *Issue advocate*
- *Client's advocate*

Some other scholars in 1980' and 1990' tried to conceptualize the work of analysts not in terms of systematic theory, but rather in terms of metaphors or by using dichotomies, as well as by describing their place in policymaking process. To describe the role of analysts Fraatz (1982) used the poetic metaphor of wallflowers, which hang around waiting to be invited into 'policy game'. As he pessimistically noted, too often, they wait in vain. McRae (1991) was describing analysts by analyzing their intermediary role in knowledge use process. De Leon (1995) compared the responsibilities and roles of

analysts (administrative officials) with the policymakers (political officials). In this work both these groups were described as different communities (or even 'tribes').

The discourse on analysts have been substantially enriched in the new century. Firstly, by the influential work of Radin (2000, revised and updated in 2013). Using her extensive pracademic experienced she introduced three fictional characters: John Nelson and Rita Stone (in 2000 edition), and subsequently added third - Veronica Lopez (in 2013 edition). By describing biographies of these fictional character Radin created the vivid narration on evolution of policy analysis, especially in relation to such important issues as analysts background and experience, their professional roles, relationship with internal clients, and engagement in dissemination of policy analysis. By doing so, Radin was able to picture policy analysis as a dynamic phenomenon undergoing constant changes.

In this period Mayer et al. (2004) also went beyond the previous paradigms in describing policy analysts, and interestingly nuanced the question of what it actually means to perform policy analysis. They answer was the following 6-style typology:

- *Rational* (neo-positivist, using predominantly quantitative methods to generate knowledge)
- *Client Advice* (client-oriented, focused on delivering advisory services to clients)
- *Argumentative* (analysts taking part in policy debates both inside and outside government)
- *Interactive* (analysts participating in deliberative processes with key stakeholders)
- *Participative* (advocating for those who are not represented in policy process)
- *Process* ("steering" the process toward desired outcomes)

The other milestone in the building knowledge on policy analysis within the governments was the edited work of Colebatch (2006), which encapsulated vies from several countries across continents and different policy domains.

Although we can see the continuous interest in this topic, we can agree with Howlett and Newman (2010), who summarized that policy scholars tend to restrict their descriptions and inquiries to anecdotal case studies and interview research. As a result, there is a lack of broad understanding of the nature of analysts work (Howlett, Wellstead 2011). Moreover, as Howlett and Lindquist (2007) emphasize, different countries followed

different paths in introducing policy analysis. The lack of coherent theoretical approach has also undermined the impact on various initiatives undertaken by government agencies to develop and organize their analytical personnel (e.g. overlapping responsibilities of policy analysts, data analysts, performance officers, learning officers, evaluators, knowledge brokers, etc.). In this paper we propose one of the possible ways to systematically investigate and describe policy analysts within government, by using quantitative tools allowing to formulate a typology of analysts in public agencies.

The paper presents the results of a large empirical research study of analytical capacity in the central government of Poland. Due to the extensive modernization effort (co-financed by the European Union), Polish public administration has been a good example of public administration under intensive transition. The presented research is a first-ever attempt to analyze this matter in Polish administration, and one of the first studies in post-socialist countries (others comprise for example Petak, 2006, Belyaeva 2011, Vesely 2013).

Empirical research allowed to distinguish the main types of analysts in central government and made possible the comparison of this group with other government officials taking part in the research. This is the focal point of the following paper. The research also helped to describe the set of analytical capabilities within government, and to better understand intra- and inter-organizational relations between analysts, policy-makers, and politicians in the process of policy design and implementation. Those results were excluded from this paper in order to focus only on typology of policy analysts roles.

Method

The following paper presents the excerpt from the broader research conducted by the group of researchers from both academia and policy consultancy¹. The study was commissioned and financed by the The Chancellery of the Prime Minister.

A mixed method, three-stage research design was applied to investigate policy analysts' types and roles in central administration. The first stage was a web survey provided to

¹ Authors would like to express their gratitude to other research team members: Bartosz Ledzion, Tomasz Kupiec and Dominika Wojtowicz, who contributed to the research process. The representatives of The Chancellery of the Prime Minister –Ewelina Słotwińska-Rosłanowska, Krzysztof Denko and Maciej Drozd are due recognition for their valuable help in reaching respondents and fruitful comments that helped refining the final results of the study.

4176 civil servants employed in 41 central government ministries and agencies. Based on its results, the policy analysts were grouped according to factors such as: knowledge creation, use of external knowledge, use of statistics and econometrics tools, involvement of analysts in the process of public policy design, involvement in the process of assessment of public policy (e.g. evaluation, impact assessment, etc.). The following paper is devoted to presentation and analysis of results coming from this stage of the research.

That stage was followed by written analytical competence test and second wave of survey with key analysts (N=310) which led to the third stage, in-depth interviews with members of selected analytical departments within the government (N=41).

In contrast with US or UK organizational arrangements in Poland there is no official role of 'policy analysts'. We can therefore agree with Colebatch (2006), who noted that there are usually problems for the researchers from outside the USA to distinguish 'policy analysts' within their particular government systems.

In that light, the first step of the research was the operationalization of the term of analyst, and thus determination of the manner in which it will be identified in the wider population of government employees. As previous research has shown, the responsibilities of analysts are neither homogenous, nor restricted only to quantitative data analysis. Therefore, in order to correctly identify the analysts, it is necessary to use a number of indicators, possibly covering a full spectrum of activities that relate to the analyst occupation. In the course of preparatory works, there were selected five key dimensions, within which analysts operate. In addition to basic analytical tasks, involving the performance of quantitative data analysis and the creation of various studies on their basis (personally or with external support), one also took into account elements such as involvement in the process of creation and evaluation of public policies, particularly in the process of impact assessment preparation. The rationale for inclusion of these two last areas in the specification of the analyst occupation was the main objective of this project. It was also considered that the analyst occupation is inseparably associated with the use of knowledge from existing studies in the professional career (including available analyzes, diagnoses, etc.). It was assumed that the professional activity in each of the listed areas shall increase the likelihood that a person is actually an analyst.

Analyst work dimensions:

1. The use of knowledge in the form of results from research, expertise, analyzes, diagnoses, etc. at work.
2. Generation of knowledge through the creation of methodological assumptions for research instructed externally or conducted in person, in whole or in part, research, analyzes, expertise, diagnoses, etc.
3. The use of methods of the quantitative data analysis at work (featuring both basic and advanced level).
4. Involvement in the process of public intervention assessment (the preparation of RIA, regulatory tests, the participation in evaluations, etc.).
5. Involvement in lawmaking (the participation in creation of regulations, acts and public programs, etc.).

Five of the above dimensions have been operationalized using a total of ten questions presented in Table 1.

Table 1 Analysts' work dimensions

Dimension	Components of the analyst index	Answer scale and importance
Use of knowledge	Q01. How often at work do you use the results of research, expertise, analyzes, diagnoses (e.g. European Commission reports, OECD analyses, CSO data, reports on European funds, studies performed by national research centers)?	Never-> 0 Several times per year -> 1 Several times per month -> 2 Several times per week -> 3 Everyday -> 4
Generation of knowledge	Q02. How often do you participate in the development of methodological assumptions for research/ analyzes/ expertise/ diagnoses, instructed to be done by external experts from outside the government administration? Q03. How often do you perform, in whole or in part, research/ analyzes/ expertise/ diagnoses using socio-economic research methods?	Never-> 0 Several times per year -> 1 Several times per month -> 2 Several times per week -> 3 Everyday -> 4 Never-> 0 Several times per year -> 1 Several times per month -> 2 Several times per week -> 3 Everyday -> 4
Use of quantitative methods	P04. How often at work do you	Never-> 0

(basic/ advanced)	<p>use the basic methods of quantitative data analysis (e.g. the analysis of selected statistical parameters, such as average, median or variance; correlation analysis, basic statistical tests or time series analysis, etc.)?</p> <p>P05. How often at work do you use the advanced methods of quantitative data analysis (e.g. cluster analysis, multiple regression analysis, structural modeling, etc.)?</p>	<p>Several times per year -> 1 Several times per month -> 2 Several times per week -> 3 Everyday -> 4</p> <p>Never-> 0</p> <p>Several times per year -> 1 Several times per month -> 2 Several times per week -> 3 Everyday -> 4</p>
Involvement in the process of public intervention assessment	<p>P06a. Do you instruct or verify the Impact Assessment at work (e.g. regulatory test, regulatory impact assessment)?</p> <p>P06b. Do you perform, instruct or verify evaluation studies at work?</p> <p>P06c. Do you perform, instruct or verify other types of analyses/ expertise/ diagnoses at work?</p>	<p>No -> 0 Yes -> 4</p> <p>No -> 0 Yes-> 2</p> <p>No -> 0 Yes -> 2</p>
Involvement in the process of public intervention creation	<p>P07a. Do you participate in the development of public programs, strategies or their assumptions at work?</p> <p>P07b. Do you participate in the development of regulations, acts or other projects at work?</p>	<p>No -> 0 Yes -> 2</p> <p>No -> 0 Yes-> 2</p>

Source: Own elaboration.

Responses of administrative staff to each of the questions made it possible to create a set of data regarding many aspects. In the course of its analysis, it was decided to precede the procedure of analyst selection by creation and subsequent analysis of "Analyst Index" – the measure, which in a summary and cross-sectional manner would show how does the overall level of involvement of public administration staff look like in analytical tasks.

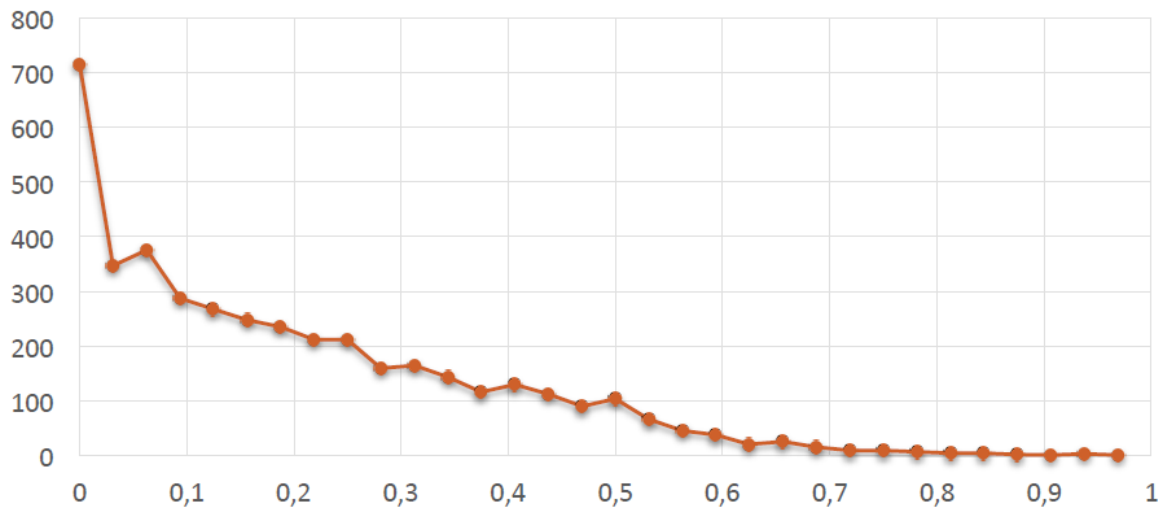
For the needs of this diagnosis there was created the analyst index, which is a "stop-frame" of the government administration state in Poland in this regard, taking into account the specified areas of activity. The index was developed by summing the scores for responses to all of the above questions. The importance of individual responses is shown in the last column of Table 1. The methodology of creation of indexes does not impose rigid rules in the selection of specific point values to responses, although it is recommended to give the same importance to various index questions (Babbie, 2013).

Accordingly, in the selection of importance, one tried to maintain a similar "contribution" of various questions in the index construction. In the case of the first three analyzed aspects, each question has an identical, five-point response scale (from "never" to "everyday"), and therefore in the context of each question it was possible to obtain from 0 to 4 points (higher points correspond to more frequent performance of analyzed activities). In the case of the latter two dimensions (i.e. "involvement in the process of public intervention assessment" and "involvement in the process of public intervention creation"), the construction of questions was slightly different (it was possible to provide only positive or negative reply). In order to maintain the importance of these questions when estimating the index value, the positive answer was scored 2 or 4 points. It was decided to allocate 4 points to those declaring the commitment in the process of impact assessment creation (regulatory test or regulatory impact assessment), and to the analysts of a particular importance, taking into account the main objective of this research project, namely: support for improvement of the functioning of the impact assessment system and the process of public policy making in the government administration. Questions 6b and 6c were considered as the whole, so that 4 points were allocated only in the situation of providing a positive answer to both of them. The same was done for the last two questions, which make up the dimension of "involvement in the process of public intervention creation".

Results

The created analyst index ranges from 0 to 1 (Points were summed and divided by the maximum possible value of 32). Higher index values correspond to greater intensity in the performance of specific tasks. The distribution of specific index values in the analyzed population of officials is presented in the figure below.

Figure 1 Distribution of the „Analyst Index” values in Polish Government



Source: Own study based on CAWI (N=4176)

As you can see, it is dominated by low index values, on the basis of which it can be concluded that a significant proportion of people in the public administration has little in common with the analytical work. The average index value amounts to 0.197. This corresponds to a relatively low intensity of the performance of various tasks associated with the analyst occupation and/or a narrow (considering highlighted areas) range of tasks performed. The value of "0.5" was exceeded only by a total of 206 people (less than 5% of the population examined).

The presented results can be considered as an initial (base) situation, which in the case of projects aimed at strengthening the analytical capacity of the public administration shall be monitored for achieving the assumptions. If the purpose of the projects is to increase the participation of analysts in the population of public administration employees, then the number of people with the index value close to zero shall be minimized. In turn, if the projects aim at strengthening of the analyst database present in the administration, then we should seek to achieve a greater saturation in the case of higher index values.

The measurement made in the area of the above mentioned five dimensions was used then for the selection of analyst groups from the entire population. For this purpose there was jointly developed an operational definition of the analyst, shown in the box below.

OPERATIONAL DEFINITION OF THE ANALYST

Analyst is a person who:

uses at least five times a month the results of research, expertise, analyzes, diagnoses, etc. (for example: reports of the European Commission, OECD analyses, Central Statistical Office of Poland data, reports on European funds evaluation, research conducted by national research centers, think tanks),

...and...

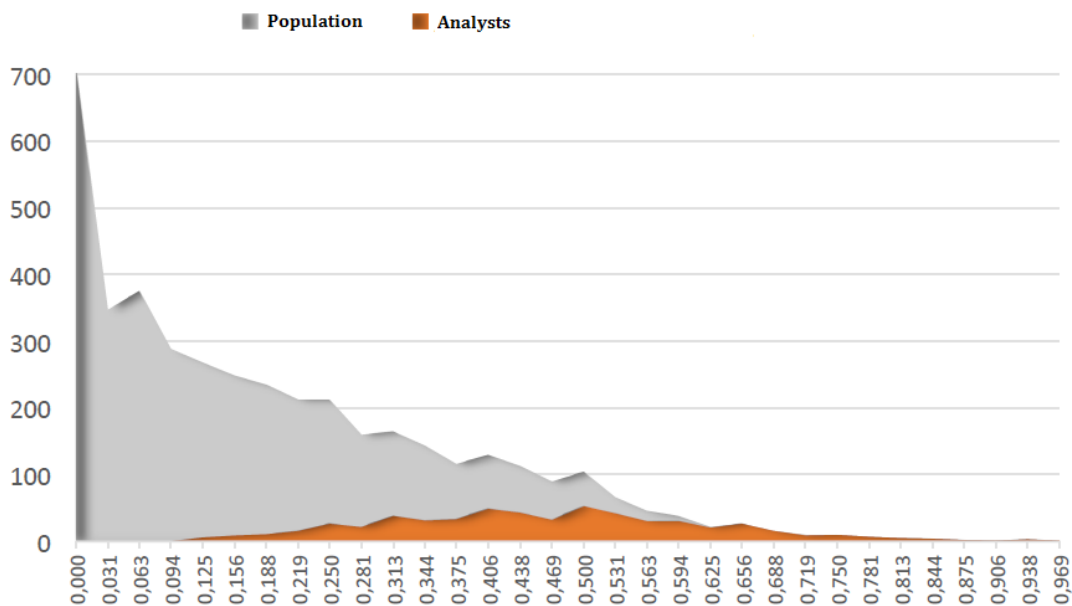
uses at least several times a month the basic quantitative data analysis methods (e.g. analysis of descriptive statistical parameters, such as: average, median or variance; correlation analysis, basic statistical tests, time series analysis, etc.),

...or who...

performs at least several times per month, in whole or in part, research/ analyses/ expertise/ diagnoses, using the methods of socio-economic research.

According to the above definition, in the studied population one identified a total of 574 persons, meeting the criteria adopted. These include almost all people (104), for whom the analyst index adopts high values (0.625 and more), and the vast majority of people (444), for whom this indicator is above the average (0.197). This demonstrates the high accuracy of the adopted criteria of selection. The distribution of the index value in the analyst group - against the whole population - is presented in the following figure.

Figure 2 Distribution of the „Analyst index” according to the definition



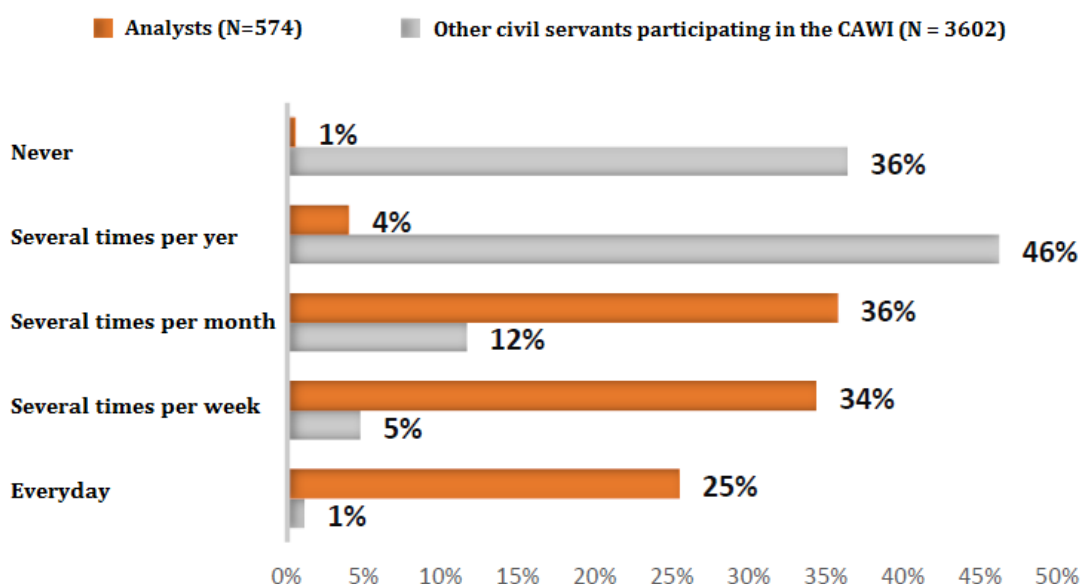
Source: Own study based on CAWI (N=4176)

For the needs of a detailed diagnosis for an appointed analyst group (hereinafter referred to as analysts), below there are presented selected results of the CAWI research. As the "background" - in the case of some analyzes - there was used the population of officials, who do not meet the criteria adopted in the established definition of the analyst (a total of 3 602 people).

The use of knowledge in everyday work (in the form of the scientific research results, external consultants, diagnoses, etc.)

Almost 60% of the analysts use the results of research, expertise, analyses etc. at least several times per week at work. Every fourth analyst admitted to do it every day. Almost all the rest (36%) declared to do that several times per month. These behaviors clearly contrast with other administration employees, who participated in the survey (marked on the chart as "Other officials from the CAWI research"). As many as 36% who filled the CAWI research survey, admitted to never use the above sources at work, while another 46% declared to do that only a few times a year.

Figure 3 The use of knowledge in everyday work (in the form of the scientific research results, external consultants, diagnoses, etc.)

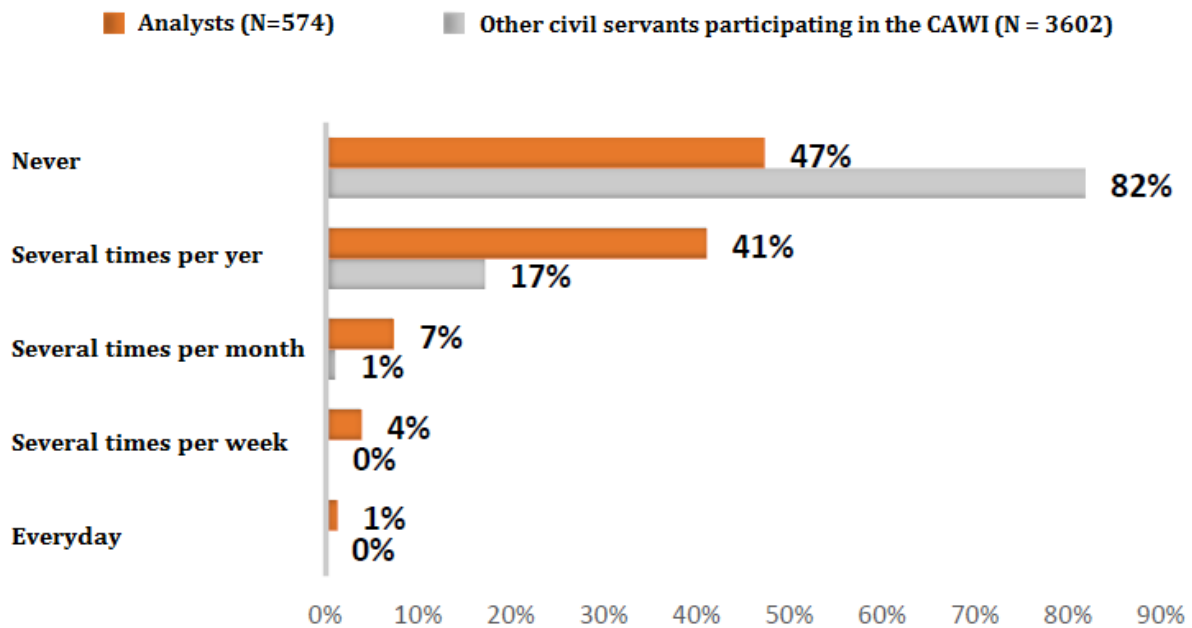


Source: Own study based on CAWI (N=4176)

Generation of knowledge through the creation of methodological assumptions for research instructed externally or conducted in person, in whole or in part, research, analyzes, expertise, diagnoses, etc.

Significant differences between the studied analyst group and the rest of the officials who filled out the survey, can be seen in the creation of methodological assumptions to research, analyses, expertise, etc. for external experts, who were instructed to prepare the studies. This type of work is performed several times a year by an average of four analysts out of ten. About 12% of the analysts is involved in this more often. The vast majority of other officials admit not do be engaged in this type of work (82%).

Figure 4 Participation in the development of methodological assumptions for research/ analyses/ expertise/ diagnoses, instructed to be done by external experts from outside the government administration

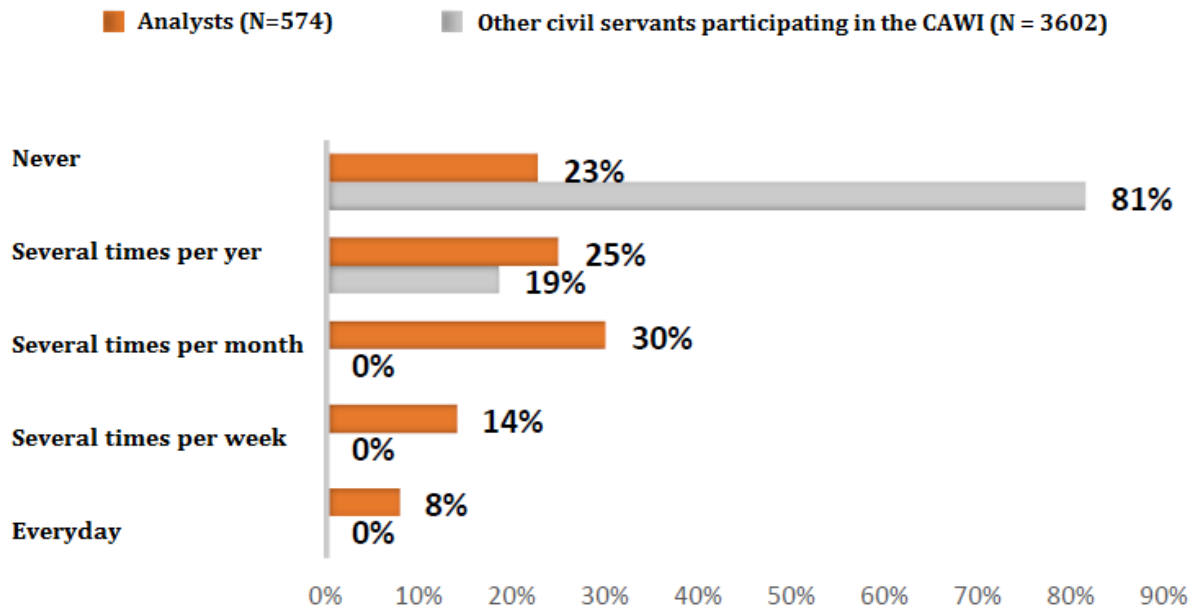


Source: Own study based on CAWI (N=4176)

The use of the quantitative data analysis methods and tools at work (featuring both basic and advanced level).

Significant differences between the analysts and the rest of the studied group are reflected in the frequency of independently prepared analyzes, research, expertise, etc. They are performed at least a few times per month by about 52% of the analysts, one of four of which admits to do it several times a year. As showed before, the vast majority of other officials declares not to perform this type of tasks (over 80%).

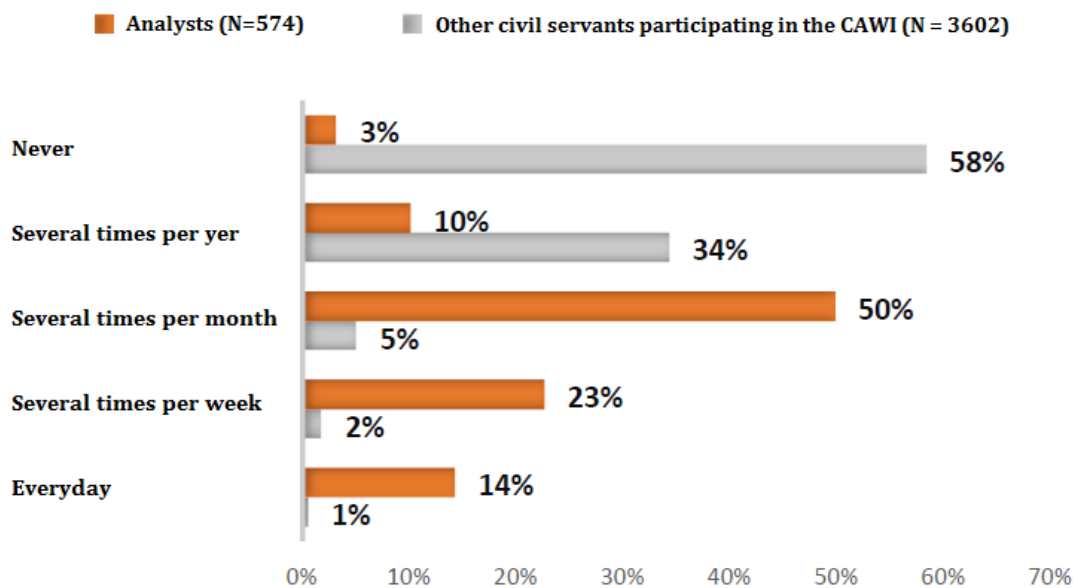
Figure 5 Performing in whole or in part, research/ analyses/ expertise/ diagnoses using socio-economic research methods



Source: Own study based on CAWI (N=4176)

The vast majority of the analysts (87%) uses at work the basic quantitative data analysis methods at least several times per month, while nearly 60% of other analysts declare not to use them. The use of these methods at least several times a month is declared by only 8% of people in this group.

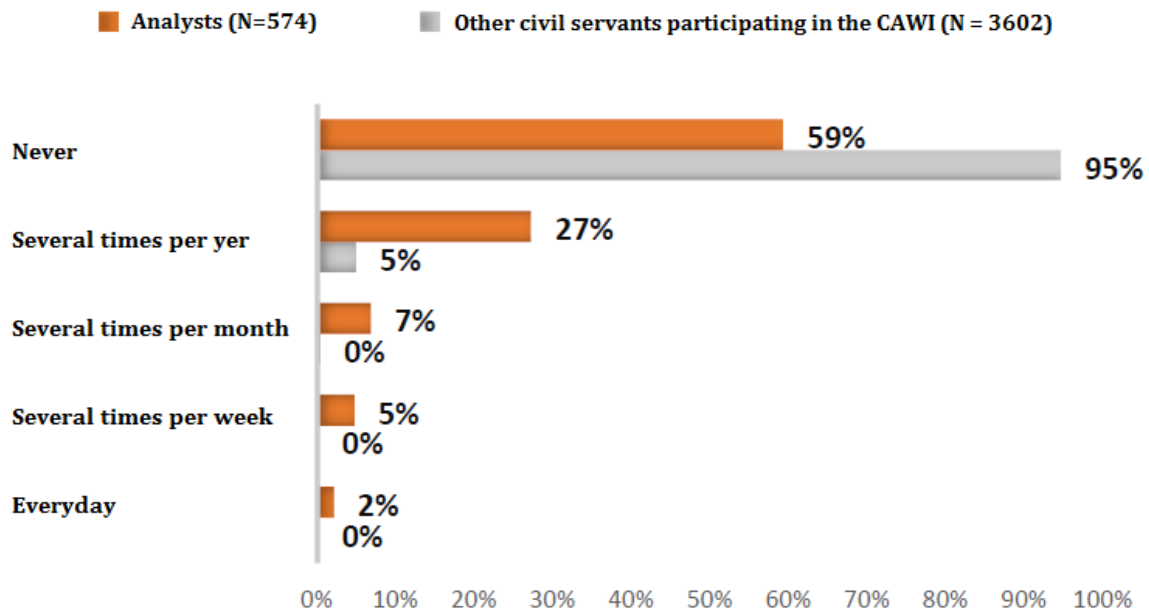
Figure 6 Use of the basic methods of quantitative data analysis



Source: Own study based on CAWI (N=4176)

In the case of advanced methods of quantitative data analysis, the situation is analogous. In the analyst group, as much as 41% of people admit to use them at least a few times a year. In contrast, 95% of other studied officials never use advanced methods of quantitative data analysis at work.

Figure 7 Use of the advanced methods of quantitative data analysis

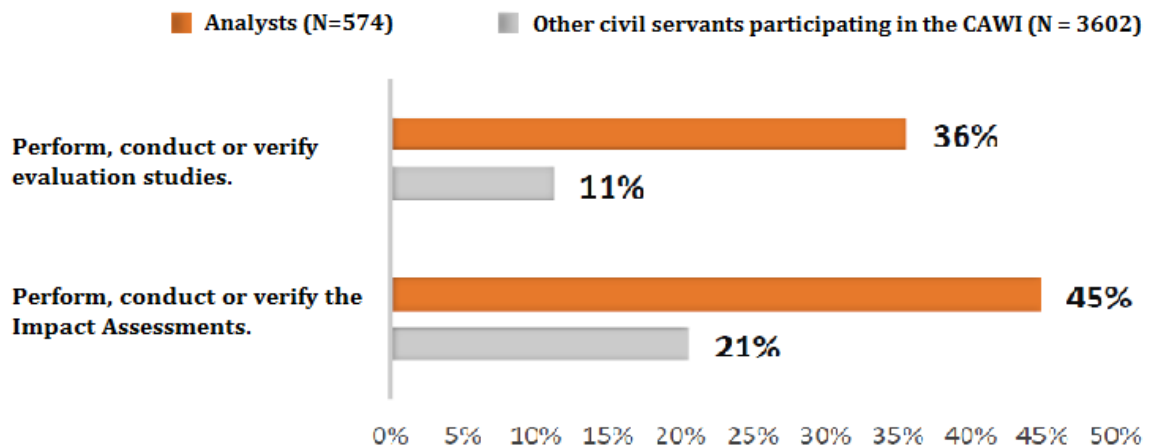


Source: Own study based on CAWI (N=4176)

Involvement in the process of public intervention assessment (the preparation of RIA, regulatory tests, the participation in evaluations, etc.).

Another dimension of the analysis is showed by the results of involvement in the process of public intervention assessment. A large number of the analysts (45%) is engaged in the preparation, ordering or verification of the impact assessment (regulatory tests and regulatory impact assessment). Every third analyst in the same area is engaged in work on the evaluations. Other officials are also involved in both processes, but their relative participation among the rest of the studied officials is much smaller, as seen on the next figure.

Figure 8 Involvement in the process of public intervention assessment

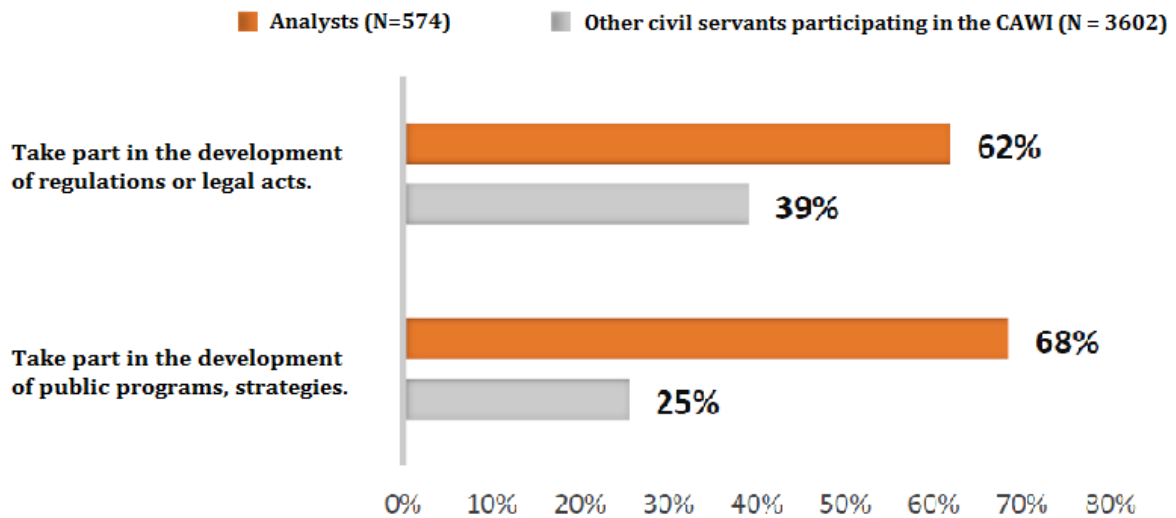


Source: Own study based on CAWI (N=4176)

Involvement in lawmaking (the participation in creation of regulations, acts and public programs, etc.).

The studied analysts quite frequently engage in the process of public intervention creation. About 62% declare to participate in the preparation of regulations, acts or other projects. In contrast, as much as 68% declare to participate in the development of public programs, strategies or their assumptions. Other officials admit the participation in these processes with much less intensity, as shown in the following Figure.

Figure 9 Involvement in the process of public policy formulation

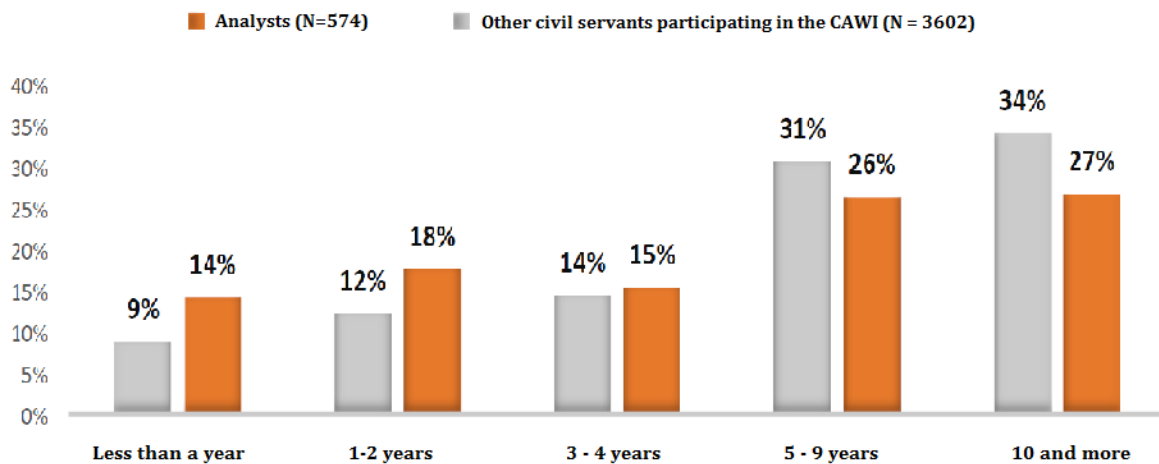


Source: Own study based on CAWI (N=4176)

Work experience of the analysts

As a complementary analysis at this stage, it is worth presenting the results on the basis of which it was possible to determine the work experience of the analysts, compared to the work experience of other public employees, who participated in the study. As it turns out in the analyst group, the proportion of people with a longer experience is clearly lower - about 53% of them are employed in a current workplace for five and more years, while a similar work experience is stated in the case of about 65% of other officials. At the same time there is a substantial cohort of the analysts employed for no longer than three years (32%). This may be associated with a higher professional mobility of employees working at analytical positions, as well as with a fact that the growing demand for analysts have been observed in the government only in recent years. Thirdly, in the Polish labor market context there is a significant gap between salaries in public and private bodies, thus it is easier for public organizations to hire young professionals than highly qualified and experienced.

Figure 10 Analysts work experience



Source: Own study based on CAWI (N=4176)

Types of the analysts

The above work dimensions of the analysts allow the performance of a topology of selected analyst groups. It is useful to adopt two dimensions of the analysis, including: (1) the level of knowledge of qualitative data analysis methods and (2) the level of involvement in the process of public policy implementation, including lawmaking and its evaluation. On this basis there were distinguished 3 general types of the analysts.

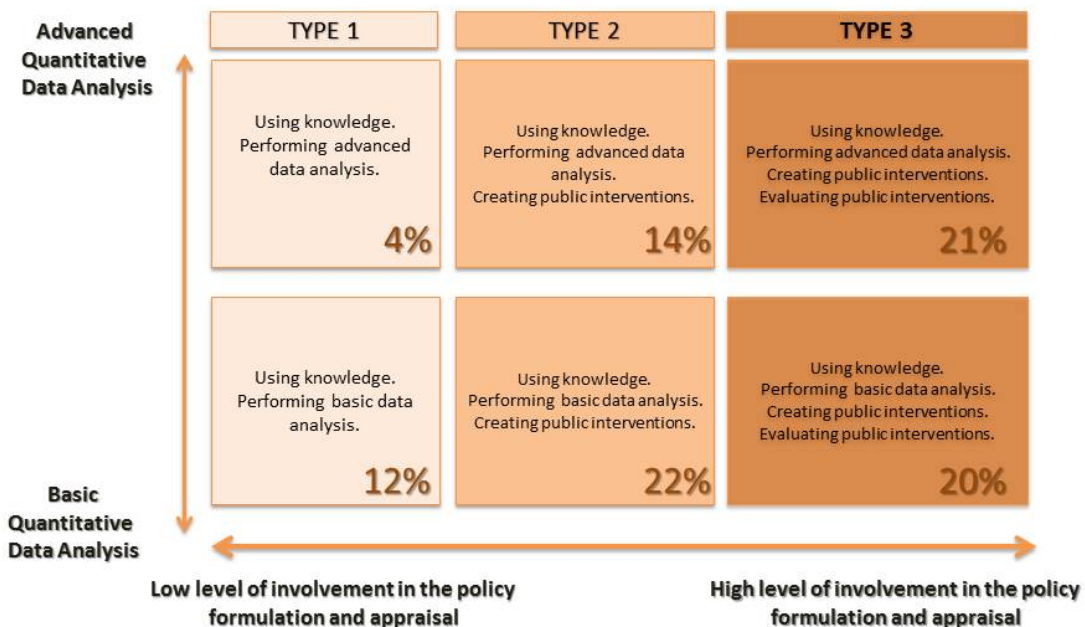
Type I covers persons who perform analytical tasks at work - use the knowledge and perform the quantitative data analysis (at least few times a year). However, this group is "separated" from the process of creation and evaluation of public policies (understood as the participation in the OSR preparation process). It is divided into two subgroups (1 and 2), which differ in the level of advancement of the implemented analyses. The first one uses only the basic methods of data analysis, while the second - the advanced methods.

Type II covers employees who, in addition to the execution of analytical tasks (use of knowledge and quantitative data analysis), are engaged in the public policy creation, understood as the participation in the development of public programs, strategies or other assumptions, regulations or acts. Persons in this group are not engaged in the process of creation of regulation impact assessment or regulatory tests. As in the case of the analysts qualified to Type I, also in this group we can distinguish two subgroups (3 and 4), depending on the level of advancement in the use of quantitative data analysis methods.

Type III covers analysts engaged in the entire process - they analyze data at the basic or advanced level, hence there are two subgroups as before (5 and 6, respectively), they use the knowledge and create public policies (i.e. participate in the preparation of public programs, strategies or their assumptions, as well as regulations and acts) and assess them (i.e. they are engaged in the process of creation of regulation impact assessment or regulatory tests).

The next figure shows the "heat map" of the analysts, which presents the above topology and indicates the saturation level of analysts of each type in the analyzed population of 574 administration employees. Importantly, the adopted topology covers more than 94% of all appointed analysts².

Figure 11 Types of the analysts



Own study based on the CAWI research (N=574; N1=70; N2=25; N3=129; N4=81, N5=114; N6=122).

Relatively, the largest category includes the Type III analysts (more than 41% of all the studied), the II Type analysts amount to approximately 36% of the entire group, and the Type I analysts - to about 16%.

It should be noted that the Type I and Type II analysts for some reason remain outside the impact assessment system. There may be at least two reasons for this state of affairs. The first, most obvious, is the specificity of tasks assigned to individuals. The study

² The remaining 6% (33 persons) includes less numerous types of analysts.

involved all officials, regardless of the scope of their responsibilities, and thus also those who are not and probably will never be engaged in the impact assessment process. The general, second cause behind it, is the specificity of institutions from which the analysts come. Taking into account the different level of involvement in lawmaking or its assessment, some offices do not need an extensive team of analysts that work on this very field.

Conclusions

Although in recent decades the Polish Public Administration has undergone substantial changes (professionalization, decentralization and agencification, Europeanization), the system and culture of policy analysis is still *in statu nascendi*. This was also proved in our research.

The “Analyst Index” set of values is dominated by low values. The significant proportion of Polish Public Administration employees has none or just a few policy analysis tasks assigned. There is no formal professional role of “policy analyst” within Polish Government, neither there is an established community of people thinking of themselves as policy analysts.

It is visible, that a huge part of the analytical capacity within Polish Government is located in the area of Impact Assessment: 45% of analysts selected from broader population of civil servants are engaged in the process of ex-ante Regulatory Impact Assessment. Second largest domain in the field of evaluation of public policies (1/3 of the analysts engaged in evaluation). This shows the importance of policy diffusion processes in the evolution of policy analysis system. Both fields - RIA and evaluation – were introduced and reinforced as a result of Polish engagement in international organizations. The former was a fruit of co-operation within OECD, the latter was imposed by the European Union obligations (regulations attached to development funds).

Having said that, we have to bear in mind that there are no tough divisions between analysts dealing with the formulation of public policy, implementation and appraisal. More than 40% (Type 3 in the described typology) deal simultaneously with tasks assigned to both stages. They differ only on the basis of the data analysis methods and tools used (basic vs. advanced).

From the methodological point of view, the 3-staged process of analysts assignment from the broader population of government employees proved to be particularly useful. All three stages (simple working definition, index, typologies) were complementary and enabled narrowing the group and refinement of specific types of analytical tasks. Establishment of the working definition of “analyst”, creation of “Analyst Index” and formulation of analysts typology allows scholars and decision makers to simultaneously focus on analysts work and see their position in the bigger picture of the policy work inside government.

Still, index and typology could only be used to ‘extract’ analysts from broader population. This tool has a limited potential in terms of more contextualized analysis of analysts condition inside government (that is why it was only the first phase of a mixed-method research design; second and third stages used quantitative and qualitative methods to describe the set of analytical capabilities within government, and to better understand intra- and inter-organizational relations between analysts, policy-makers, and politicians in the process of policy design and implementation.

The research results had positive practical implications. It triggered the process of institutionalization of analysts (new descriptions of job positions within central government) and informed the process of analytical capacity building, namely creation of the “Analyst Academy” for selected government employees.

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