GOVERNMENT AFTER SHOCK

An unconventional event for unconventional times
17 – 18 November 2020

A guide to help you plan and run a successful event (v3)

Government After Shock: *An unconventional event for unconventional times*
A guide to help you plan and run a successful event

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1. Introduction

This resource:

- Has been prepared for those considering whether to **run an event** as part of the Organisation of Economic Cooperation and Development's (OECD) *Government After Shock* initiative, supported by the European Commission's Horizon 2020 Programme

- Assumes that your event will be focused on **public purpose** and relate to what the **crisis has revealed about the role and expectations of government**, now and into the future

- Assumes that your event can be run by you/your organisation/network, without external support or funding.

This guide also provides a more general introduction to event management for those who would like additional guidance and advice on hosting and organising an event.

We are expecting a diverse range of events to be held as part of, or in connection with, *Government After Shock* on 17-18 November 2020. We know these events will take a range of forms and involve differing audiences. This guide is to help you think through how to make the most of your event rather than tell you exactly what it should look like or how it should be run (though we are developing a menu of options who would prefer to do a set activity rather than designing your own). While we are open to your vision and creativity in designing an event, there are a few core things we will need every event to meet, to ensure they fulfil the collective ambitions and expectations of *Government After Shock*.

This guide will be a living document that will be added to and refined as we work with event hosts and finalise logistical and other details. There is also an opportunity for event hosts to share ideas and questions with each other on our collaborative community space, which will also help inform and enrich this guide. If you have any questions or comments on this guide or *Government After Shock* more generally, please get in contact with the Observatory of Public Sector Innovation at opsi@oecd.org.

What is *Government After Shock?*

Government After Shock is a global networked event that explores the future of government beyond crisis. It is also an experiment in convening different audiences around the world to contribute to one big dialogue around the pandemic, the associated crisis and its implications for governments and their role. It will involve a mix of technologies, event types, different sectors and jurisdictions. We do not expect everything to go smoothly (what has in 2020?) but we do hope will be a rich source of learning and insight as well as being stimulating and maybe even a bit fun!

The event component of *Government After Shock* is centred on two days:

- 17 November will be a **global dialogue** made up of local conversations held all around the world. This array of regional and thematic events will be convened around the globe, helping make sense of the crisis within specific contexts but inputting to a global dialogue about rethinking and rebuilding through innovation.

- 18 November will be a **high-level forum** convening leaders and practitioners to reflect upon the crisis, the gaps and opportunities it has revealed and challenging them to think about the future of government beyond crisis.

Government After Shock is an OECD event, led by the Observatory of Public Sector Innovation (OPSI) to help governments, public sector organisations and others interested in public purpose work. *Government After Shock* is supported by the European Commission through the Horizon 2020 Programme.

The goal of the *Government After Shock* Event is to support each country's capacity to anticipate, understand, and govern complex and changing circumstances while promoting international collaboration and dialogue.

Why get involved?

Government After Shock is an opportunity to take stock, to think about what has worked and what has not. It provides a platform for connecting with others around the world and sharing experiences, examples and shared challenges and possibilities. It is a chance to reflect upon what this shock means for government, and for those who work in or with the public sector to consider the lessons and implications. It is also an occasion to hear from diverse perspectives, and to amplify voices from the edge, that can help to provide new ways of understanding our context and the opportunities for action.

The COVID-19 pandemic has challenged core assumptions about the future and our societies. It has confronted us with unexpected boundaries and limitations and highlighted and magnified pre-existing issues. While governments often responded in a range of novel ways in the immediate term, as the crisis goes on and evolves, and as the economic and social impacts accumulate, it is clear that the need for new thinking is not over. *Government After Shock* is your chance to contribute to and share in that new thinking.

The *Government After Shock* promise to event hosts and participants

2020 has been a challenging year, for individuals, organisation, systems, countries and internationally. There have been significant challenges, costs and losses. The disruption has been big – so it is important for all of us to learn from and make sense of it, so that we can do better in the future.

Government After Shock is designed to be a platform to help reflect upon and learn from the crisis and to gain insight from what the shock of COVID-19 has shown and taught us.

We want everyone who participates in *Government After Shock* to learn from the experience. We want you to use the event to help make sense of the crisis and its implications for you and for your work in or with the public sector, to learn about new examples and tools, methods, frameworks and perspectives, and to connect with others around the world with a shared interest in these issues.

Our commitment to event hosts and participants:

- **We want everyone to be able to come to this discussion on an equal playing field.** All participants will have access to examples, knowledge resources and analysis to help enrich discussion during *Government After Shock*.

- **This will be a global dialogue.** While *Government After Shock* will be made up of lots of individual events, we want to foster connections and conversation between different groups and audiences. We will look to facilitate and build connections between different groups and jurisdictions.
- **This will be an open and collaborative learning process.** This event is about helping us all learn from the crisis and from each other. We will help the learning process by providing structures and mechanisms for sharing and synthesis.
- **This is about looking to the edge.** The crisis has challenged many assumptions about how the world could or should work. It has highlighted limitations of the existing way of doing things. *Government After Shock* is about amplifying the perspectives at the edge, in order to help us all appreciate and understand what might need to change.
- **Your input will help enrich leadership discussions and shape a 'Call to Action' for governments.** The crisis has demonstrated both the need and possibility for change. Big and small changes have occurred in response to the crisis, with likely many more to come. It has also shown that the "old" normal was not all that great, with a lot of issues being exacerbated or exposed by the crisis. The Call to Action will work to articulate some of the lessons and the opportunities for governments to do better.

The OECD, through OPSI, will also support you in developing and communicating your event, through peer support, our networks and with country partners (see **Section 4. Help for your event**).

Expectations of *Government After Shock* event hosts and participants

The COVID-19 crisis has seen governments around the world grapple with an unprecedented situation and every jurisdiction learning new things because of it. We are providing *Government After Shock* to act as a collective forum for sharing lessons, connecting people and to aid reflection about what all of this might mean for the role of government.

In short – a crisis of this magnitude requires us all to reassess what we are doing and to ask ourselves if it is still what we should be doing. We need to be willing to challenge our assumptions and be open to new perspectives and paradigms, recognising that our understanding of the world needs to change to suit the context we now find ourselves in.

We hope all event hosts get benefit from their events and that *Government After Shock* helps to spark conversations and reflections that are useful to their work.

To ensure that *Government After Shock* delivers value for everyone and that it is done in a spirit of learning, exploration and openness, there are some expectations we have of event hosts.

Before registering their event for *Government After Shock*, event hosts will be asked to explicitly agree to a small number of core conditions (see **Box 1**). These conditions are intended to ensure that events are aligned with the intent of *Government After Shock* and that there is a clear sense of what is involved from the beginning.

Box 1. Local event host agreement

Government After Shock will be made up of a wide range of events and topics consisting of OECD events and other local events organised and hosted by local entities. There is no one right type of event – but we do need to make sure events run smoothly. In order for your event to be considered part of *Government After Shock* we need to make sure that there are some loose parameters agreed to.

When you propose an event, we will ask you to agree to the following in writing. Acceptance of these requirements forms part of your event registration and inclusion of your event on the official OECD *Government After Shock* website.

What you agree to as the host of a *Government After Shock* event

1. You agree to host an event as part of 2020 *Government After Shock* initiative, allowing the OECD to publish details of the event, including photos and promotional content on the event website and through any other channel in publicising *Government After Shock*.
2. You are responsible for the organisation of the event and related costs.
3. Once your event is registered and published, if for any reason you have to change your plans or cancel the event, you will let us know as soon as possible.
4. You agree that your event is being cobranded with a network of likeminded events under your logo and the Government After Shock logo, and will reflect on the community. With that in mind, *Government After Shock* events must:
a. Demonstrate a commitment to inclusion, respect, and public good
b. Cultivate an environment of mutual learning and the sharing of ideas, and avoid promoting for-profit goods and services
c. Facilitate a respectful event that contributes to the sharing of different perspectives
d. Be designed and executed ethically and with integrity.
5. You agree to include the *Government After Shock* logo on promotional materials when publicising your event, as set out in any official Government After Shock branding guidelines.
6. You agree to incorporate core *Government After Shock* event components, such as sharing answers to the event's three core questions, as outlined on the relevant part of the *Government After Shock* website.
7. You agree to facilitate a respectful event that contributes to the sharing of different perspectives.
8. You agree to share back, as much as feasible, information about your event and the discussions through nominated channels, and you consent to the sharing of photos, event outcomes and information on social media, the OPSI and event websites and other platforms connected to *Government After Shock*.

OECD reserves the right to refuse to include your event as part of the initiative at its discretion if it is deemed to be inappropriate for any reason.

Expectations of *Government After Shock* event hosts and participants

We hope every participant in *Government After Shock* will benefit from their involvement, through learning, making connections, gaining insight into how to respond to the changed context, and even just enjoying themselves!

In order to make sure that everyone gets the most out of the experience, everyone is asked to note and abide by the *Government After Shock* Code of Conduct (see **Box 2**), which has been provided as a reminder of how everyone can best embody the aims of this collective exercise.

Box 2. Code of conduct for *Government After Shock* participants

Fostering a Collaborative Conversation

We need your help to keep *Government After Shock* as valuable, authentic, and respectful as possible.

Below is our code of conduct for the event, including all associated conversations, panels, regional events, chats, collaborative online and physical spaces and virtual discussions.

- **Be supportive.** Encourage, respect and support your fellow participants, facilitators and event speakers - this event is aimed at idea sharing, collaboration and dialogue.
- **Participate actively.** Value ideas and perspectives, regardless of a person's level, rank, background or country.
- **Show respect**. Honour confidentiality requests of speakers and event attendees. Help us to maintain a safe and open space by reporting any displays or acts of harassment or discrimination.
- **Don't spam, promote, or troll.** This event and conversation exists to explore new ideas, not to market products or services. We reserve the right to moderate conversations, remove members, and control access to ensure this space is a positive, collaborative environment.
- **Challenge and explore ideas.** We're here to push each other to defy the limits, explore new ideas and think critically about government through and beyond crisis - challenge yourselves and others in constructive ways to develop a new vision for the future of government.

We reserve the right to moderate event content and participation to ensure that this code of conduct is respected by all.

Shared questions and elements to create shared value

Government After Shock will involve local conversations all around the world. While we hope each of these will be valuable in their own right, the aim of *Government After Shock* is to connect these conversations and to create a global dialogue. For that to happen we need to ensure that each of these different conversations has a shared component, that can link different contexts.

Given the *Government After Shock* focus on understanding and making sense of how the COVID-19 pandemic and the associated crisis has challenged assumptions and expectations about governments and their role, we have identified three core questions that we will ask every event to contribute towards answering. Of course, your event can explore subjects beyond these questions, but using these questions will help enable all of the different conversations to feed into a shared dialogue.

Box 3. *Government After Shock's* 3 questions

Each *Government After Shock* event will help answer three questions:

1. **What do we need to leave behind?** What are the things that no longer fit with the world we are heading into, what are the structures and processes that have revealed themselves to be inadequate, unsuited or inappropriate for the world emerging from the crisis? What did the crisis show was no longer appropriate, or what has emerged from or been exacerbated by the crisis that we need to stop doing?
2. **What do we want to keep?** What do we hold dear or value from before or during the crisis that we want to keep or sustain? What things might we cherish but need to adapt to the changed context?

3. **What should we do differently?** What could we do differently given what has been revealed by the crisis? What should we change, what should we experiment with and what should we attempt now?

2. An overview of *Government After Shock* days 1 and 2

Government After Shock will take place in two parts over the two days (17-18 November).

- Day 1: Global Distributed Dialogue, "Rethinking and rebuilding through innovation"
  This will consist of an array of regional and thematic events, convened around the world in a bottom-up manner with the theme of rethinking and rebuilding through innovation.
- Day 2: High Level Forum, "Collaboration for systemic change beyond crisis"
  This will involve a virtual convening of political, positional and thought leaders to explore the future of government beyond crisis, informed by insights from day 1.

Day 1 outline

We are working with people keen to host events from all around the world, across sectors, jurisdictions and levels of government. All sectors of society have a stake in understanding what the crisis has revealed about what we all need from government, and thus what the implications for the role of government are.

To help connect the diverse events spread over different time zones and being run in different formats with different focuses, we will use the *Government After Shock* 3 questions and some common reporting elements (see section **5. Reporting and Reflection**) to help reinforce a common thread.

In addition, we will provide some other elements of which event hosts and participants can use. These will include:

- Short pre-recorded video pieces that can be used to help set the scene/provide an overview of *Government After Shock* and its aims
- Polls/voting being run in parallel with events on key questions to help gather insights
- Submission of questions and up-voting by participants to help identify key questions to be asked at the day 2 high-level forum
- Collaborative online discussions to build on pre-existing sense-making work and help shape key high-level insights and areas for action to come out of *Government After Shock* and to inform a Call to Action.

Several of these elements will explicitly help inform the day 2 discussions, along with event inputs on the *Government After Shock* 3 questions and other structured reporting inputs.

We will also work with any event hosts that indicate that they would like to have a connection with one or more other events on day one to help coordinate interconnections (e.g. video links or shared discussions, etc.).

For open events, particularly those more discussion based, we encourage you to share the broadcast of your event on YouTube or other channels so that non-participants, both on the day and afterwards, can access your content.

Day 2 outline

The second day will involve a series of panel discussions and speakers, reflecting upon what has been revealed about the role of government, now and into the future. Speakers and panellists will be asked about some of the insights and issues arising from the day 1 sessions, and how governments might

best be able to learn from and embed the hard-won lessons and insights from the crisis in order to ensure governments are better able to anticipate, respond and adjust to crises into the future.

In parallel with these sessions, which will be broadcast, there will be polls and other invitations for input and collaborative reflections upon the sessions, all of which will help inform the report out of the event and the associated Call to Action.

3. Creating an event for day 1 of *Government After Shock*

What events can fit as part of day 1 of *Government After Shock*?

This is an experiment, and so we expect lots of different types of events to be tried. It is also hard to predict what the local context might be like in different cities and countries given the pandemic and local restrictions, and so we expect that many events will be convened virtually. We also understand that there are many different themes that different organisations want to explore coming out of the crisis and what it has revealed. Our core concern is that each event will be useful to the participants and contribute to the broader dialogue by helping answer the *Government After Shock* '3 Questions' – we are open to your creativity in how these questions are applied to a topic or theme of interest.

The following are some considerations that might help in thinking about what sort of event might make sense for you and your context.

Event focus

What focus will you event take? Some things to consider include whether your event will take a focus that is:

- **Thematic:** You might choose to take a thematic approach to your event. For instance, you might want to focus in on a particular sector (such as health or employment) and how relevant agencies and partners have responded to the crisis/what they have learnt. Or you might want to take a particular subject matter (such as procurement or the Sustainable Development Goals) and explore how the crisis has shaped behaviour and activity in that subject area. Alternatively, you might want to look at a particular methodology or discipline (such as foresight or behavioural insights) and explore how what the crisis has meant for the practice of that approach. What theme do you want your event to have?
- **Regional:** Another focus that an event might have is geographical. For a virtual event, provided that timezones and languages align, you might want to involve people from other jurisdictions to share experiences and insights. Even for an in-person event, you might want to have a virtual component bringing in people from other places. Will your conversation be enriched by involving speakers and participants from other countries and regions, or is the focus on the shared experience within a particular city, region or country?
- **Organisational:** You might also want to focus your event on a single organisation – for instance to consider how your organisation responded to the crisis and to consider what that revealed about its capabilities, its strategy or directions, or its relationships and collaborations with others.

Of course, your event could be a mix of all three of these, or take another angle, but being clear about the focus can help you design an event to match the focus.

Event format and structure

Some other considerations that should be thought about early on include:

- **Virtual/in-person/hybrid:** Will your event by an in-person meeting or workshop, or will it be run virtually? Or might it involve a mix? Given the pandemic and its different stages in different countries, we expect there might be a mix of event types depending on local contexts.

- **Format:** Will your event be a workshop? Will your event involve a panel? Maybe you want to connect people to work on a particular issue or challenge. There are a range of event formats, many of which will in some part be shaped or determined by whether the event is virtual or in-person (e.g. a multi-hour workshop might be very difficult to sustain for online participants). Some differing event formats include:
    - A webinar
    - A panel discussion with interactive Q & A
    - A workshop (physical or virtual)
    - Lightning talks from practitioners
    - Lunch and learn, an informal discussion where participants share experiences and lessons about a particular topic
    - A debate
    - A challenge based brainstorming and problem solving session framed around a particular issue of relevance to the target community
    - An ask the expert session
    - One of the event options designed by OPSI to help facilitate discussion and sense-making around the crisis.
- **Size:** What size do are you aiming for your event? If it is a workshop, how many people are practical to make it a meaningful exercise? If it is a panel discussion, and it is hosted online, then there may be no upper limit (other than that provided by your chosen technology platform). Note that every event will have a drop-off rate of people who registered but do not end up participating/attending, and if it is a virtual event this rate may range from 40-60% of those who register.
- **Open or closed:** Is your event going to deal with specialist or contextual knowledge or only be relevant to a particular audience? Then you may want to run your event as invite-only. Alternatively, you might think your event will be of general enough interest to be relevant to a wider audience, in which case you might wish to choose to make it an open event.
- **Create your own or use one of ours:** You will know best what event will suit your context and your purposes, but we do not expect everyone to develop their own event from scratch. We are developing a number of 'menu options' that you could use (and adapt if needed/wanted) – alternatively as others confirm their events and add them to the schedule, you might want to draw inspiration from them and what they are doing.

Connect with OPSI when designing your event

We encourage you to [reach out](#) to us at OPSI when you start planning your event to talk through what you have in mind and how to make it a successful part of the *Government After Shock* event programme.

The information in the Appendix provides more detailed information and guidance about logistical questions for your event.

Ensuring your event covers the critical *Government After Shock* elements

In order to ensure that your event or activity fits with the critical *Government After Shock* events, it might be helpful to ask yourself the following broad questions:

- Is the event or activity concerned in some way with the role of government, what the crisis has revealed about that role and potential implications?
- Will the content of your event or activity help contribute insights relevant to the *Government After Shock* 3 questions?
- Will your event or activity attempt to involve different perspectives than those that you usually hear, given how the crisis has revealed significant limitations to the status quo?

If you can answer yes to these questions, then it is very likely your event will make a good contribution to the *Government After Shock* programme. If not or you are unsure, then you might want to get in touch with us to talk through your thinking and how to ensure the event will successfully add to the aims of *Government After Shock* as well as meeting your own needs and ambitions.

As noted in the day 1 outline, we will also provide a short pre-recorded video that may assist you in giving your participants an overview of the collective aims and ambitions of *Government After Shock* (these will be entirely optional for you to use). Other guidance about reporting from your event is identified in **Section 5. Reporting and Reflection** and/or will be provided well in advance of *Government After Shock*.

4. Help for your event

There are a range of tools and support available to help you in your *Government After Shock* journey. The following outlines some of the big things that we can assist you with, however please note the OECD does not provide grants or financial support and that event organisers will be responsible for organising and facilitating their events.

Peer support

This is an experiment and we will all be learning – so we know we might not have all the answers. Who better to help than other event hosts? We have created a [community space](#) for event organisers to share ideas and connect. We hope this community will be a form of peer support and an opportunity to form local and international connections for current and future collaboration. When you get in touch with us at OPSI about planning your event, we will invite you to this community space so that you can see what others are planning, ask questions, and contribute your insights and ideas. We will be there too, of course, as joint partners in this experiment.

Branding

On the [*Government After Shock* community space](#) you can find some information about using the *Government After Shock* branding to help communicate and raise awareness about your event. Please note that you are only allowed to use the branding if your event has been approved and added to the event programme – please get in touch if you have any questions.

Communicating your event

We at OPSI will be helping to raise awareness of all the events added to the event programme through the event website, our Twitter account and our newsletter. We will also be flagging regional events with our Network of National Contact Points and seeking their assistance in communicating about relevant events in their jurisdiction to local networks. That said, we will look to you to take the lead in publicising and communicating about your event within your networks, on your social media channels and within your local or thematic communities.

You might also choose to do a short video clip providing an overview of your event to help personalise it and communicate your vision. As an example, see [this one](#) from ContentGroup.

For some additional guidance and information about advertising your event (for instance if you want to build a bigger audience), please see the Appendix which provides some tips and advice.

Knowledge resources

There are a range of knowledge resources that are available that might help inspire you or provide material for your event. These include:

- [COVID-19 Innovative Responses Tracker](#): this database has over 400 initiatives and cases of how governments and others responded in innovative ways to the crisis. The OPSI blog has some write-ups of these cases and you can find out further information about some of the trends seen in the COVID-19 responses in our [trends report](#).
- [2020 After Shock Dialogues Network](#): this network of like-minded conveners brings together relevant events to capture and distil key messages and insights from the many conversations taking place in 2020 that relate to the role of government, particularly in light of the crisis.

- **Sense-making the crisis:** we are working on a series of blogs and pieces to help make sense of the perspectives and narratives emerging or prompted by the crisis, to help understand the changing ideas and expectations about the role of government.
- **Interviews:** this interview series with leaders and practitioners is capturing different perspectives about the crisis and its implications for government.

There are also a wide range of policy briefs and materials about how governments have responded more broadly on the OECD COVID-19 hub.

5. Reporting and reflection

Government After Shock is a collective learning exercise. Insights and feedback from your event will be vital in helping us learn about the experience of the coronavirus crisis in different contexts. Your input and contributions will help us all learn and think about what is needed from government, and help inform the discussions on day 2 of *Government After Shock* and shape the resulting 'Call to Action'.

To help us learn from your event, and to help you structure your inputs, we are asking for your help in two ways:

1. Immediately after your event we need your help in giving us some key bits of information and insight from your event. This is a light touch reflection, that can be submitted via google form. This is limited to some key questions as we know it's a very tight timeframe. We ask that you fill in this form as soon as possible after your event, ideally the day-of so that it can contribute to the discussions on day 2, and feed into the development of a call to action.
2. Following your event, we would like to encourage you to undertake a deeper reflection about your event and what came out of it and share it back with us. This is entirely voluntary, but we hope it could be useful for you as well as providing others with a better sense of your event and what came out of it. You can submit this via a google form and we will follow-up with you in the weeks following your event.

1. Immediate Reporting and Feedback

You've just run an event and the you probably want a cup of tea and a bit of a lie-down. But before you do, we need your help! As per your event registration, we are asking you to provide us with some feedback immediately after your event, to give the day 2 discussions context and draw the speaker's attention to real-world needs and issues.

The event synopsis – key details about your event

We ask you to complete the following as soon as your event is over, as the team will be analysing straight away to draw on insights to add as input and questions for speakers the following day.

-   **Email Address**: Please provide the email address of whoever we can contact as regards the form.
-   **Event Name:** We hope you know the answer to this one!
-   **City:** With so many of the events being virtual, we know there might be multiple cities and places involved. For the purposes of this, please nominate the location of one of the key event hosts. (FYI, we will be using the location nominated on your event registration to create a map of all of the day 1 event locations – see https://gov-after-shock.oecd-opsi.org/network-events/)
-   **Number of participants:** In a virtual event this number of participants can fluctuate quite a bit. Could you tell us the maximum number of participants that joined your event? Most platforms will provide an easy indication of participant count, and some have more detailed reporting about engagement through the event.
-   **Key theme/topic of your event:** In a maximum of one or two lines, what was the focus of your event?
-   **Key words:** What 5 key words describe the conversations had at your event?

- The 3 *Government After Shock* questions:
    1. <u>What do we need to leave behind?</u> What key insight(s) came out of your event about what should be "left behind" when reflecting on the crisis and its implications? What no longer fits with the world we now find ourselves in? What did the crisis show is no longer appropriate or what are things the crisis has highlighted as things we need to stop doing?
    2. <u>What do we want to keep?</u> Even with all the change we have experienced, what are the things that we want to hold on to or think are important to keep beyond the crisis? Were there any things that the crisis introduced that we should keep afterwards? What key insight(s) arose about what should be kept beyond the crisis? (For example, this might be a service, a need, policy priority, behaviours or mindset etc. that has become even more apparent and necessary.)
    3. <u>What should we do differently?</u> What key insight(s) were shared about what should be "Done differently" when reflecting on the crisis and its implications? What should be changed or what do we need to experiment with and what should we attempt now?
- **Key visuals:** Are their any key visuals that were captured at your event, or shared by panellists or participants? Ex. A miro or mural board, photo of attendees to gether on platform, particularly meaningful slide or image shown by a presenter etc.
- **Word cloud images:** Please upload the wordcloud visuals (screenshot, jpeg or png) if you chose to run one of the recommended GovAfterShock word cloud questions.
- **Poll Results:** Please upload .csv or .csl file of poll results (these can found in [zoom](), [wooclap]() or [slido]())
- **Key quotes:** Were there any key quotes or things said by participants? Feel free to share 1-3 quotes from panellists orthers that stood out to you. These might be things that exemplify the conversation or things that made you think or seemed really interesting. Ideally, please include the name and title/organisation of the person quoted.

Please note – this information will be publicly available and so please do not add anything sensitive or confidential to this platform. While we will be aggregating results where possible, given the different topics some of this information may be obvious as to which event it came from.

Please also note – while we ideally would like this information in English, we appreciate that some events will be run in other languages, and so if your event was run in another language and you do not feel comfortable translating to English, you can add your responses in the event language and we will rely on Google Translate to make sense of it (but if you can do it in English, we'd be really grateful, thank you!).

Optional information: polls and other interactive elements

We have prepared some questions and prompts that you might want to use in your event as part of the engagement with participants. These are not mandatory, and you are welcome to use your own (or a mix). If you do use these or your own, it would be much appreciated if you could share the results with us.

- If you posed one of the open answer word cloud questions please upload the results on the Google Form.
- If you conducted one of the #GovAfterShock polls at your event, please upload a .csv file of the results. Instructions on how to export results can be found on zoom, wooclap or slido.

Word Cloud Questions:

The following are some suggested 'word cloud' questions that you could ask the audience, using a platform such as wooclap or slido

- What has the crisis revealed that we need to "Do Differently" to make government better?
- What do we need to "Leave behind" from the way that government operates given what we have learned so far from the crisis?
- What do we need to keep from either before or during the crisis?
- What is the greatest barrier facing government in the area of ___[insert topic of your event]___ today?
- What do you think is the most important principle or characteristic for governments to embrace to future success?

Poll Questions:

The following are some suggested poll questions that you ask participants to complete, using your event platform's polling ability if it has one, or using a third party platform such as slid.o or wooclap.

- **What is the biggest barrier to transformation within your organisation?**

    a. Skills
    b. Resources
    c. Leadership
    d. Structures and processes
    e. All of the above
    f. None of the above

- **Spectrum Question: Beyond the crisis, do you think that government will:**

    a. Change its ways of working based on lessons learned
    b. Revert to the status quo

- **Do you think that COVID-19 is making governments take a more proactive approach to complex challenges that are arising in society?**

    a. Yes, but only in relation to COVID
    b. Yes, for all complex challenges
    c. Yes, but only if it aligns with political priorities
    d. Yes, but only temporarily
    e. No

2. Deeper reflections about your event

The above synopsis and any additional information you provide us will be really important for us in understanding the highlights of your event and provide some important information that we will use in our event, in our event reporting and in follow-ups such as development of a Call to Action.

However, we're also interested in any deeper reflections you have about your event. This is entirely voluntary, but we hope you will find it useful for yourself, your participants and your audience, and us at the OECD.

Given the variety of events that are occurring, we'd like to provide some flexibility in how you share this back, and we know some that will write-up their event for their own purposes. However, we suggest some core elements which will help us in taking these insights from very different contexts and draw out the cross-context lessons and implications. We have developed an input form [link] and below is some explanation of what we are looking for. This is an opportunity for you to share more of the big picture or the story of your event. We intend to publish these on the *Government After Shock* event site, so we ask that these be provided in English please and again, avoid including any confidential or sensitive information that you do not want to be made public.

- **Name of your event:** Just so we know which event to link with the previous information provided.
- **Summary of your event:** In a paragraph or two, share what your event was about, what it did, and what motivated you to get involved with *Government After Shock*?
- **Tell us about the most powerful idea, insight or realisation that came out of your event:** What stuck out or made you really think? What resonated with participants? Feel free to elaborate (up to 500 words).
- **What do you think we keep needing to talk about?** After *Government After Shock*, what still needs to be talked about? What are the big questions that were raised for you?
- **The 3 core *Government After Shock questions*:** These are not easy questions, and we know that with a chance to reflect and think further after you event, your answers might change or be refined. Or they might stay the same – in which case you can leave it blank and we'll just draw use your previous answers.
- **Anything else?** Is there anything else you want to share from your event – e.g. a report, a blog post, a video about it, or just what you enjoyed about it?
- **Your name and contact email:** Your name and email address so we know who submitted for your event and who to credit when we publish on our event site (if it's a group effort, please include the names and emails of all people).

6. Adding your event to the event programme

To add your event to the event programme, please make sure you have first:

- Got in contact with the OPSI team
- Agreed to the Local Host Agreement and the OPSI team have acknowledged receipt of your agreement.

For inclusion on the conference website, we ask you to provide:

- Title of the event
- A one to two paragraph high-level summary of your event and what you hope to achieve/do
- Date, start time, and end time (Please specify time zone)
- Type of event (ex. Webinar, roundtable, workshop etc.)
- Details on target audience (Ex. Internal vs. external, specific policy area, specific sector etc.)
- Registration details: is the event open to all or restricted to a specific audience? If open to all, please provide a registration link
- Primary language of the event (if your event is open to others to join, we want people to know what language they need to be fluent in to join)
- Event website, or host website if your event does not have its own website
- Speaker names, bios and headshots (if relevant)
- Notes on any specific assistance required from the OPSI, including whether you would like your event to connect or link with other events being run on the day
- Contact email for the host.
- There is a submission form on the event site that you can use to provide this information.

7. Checklist for your Government *After Shock* event

A prompt for the core things to think about for your event:

- Chosen your topic? (Y/N)

    a. Have you assessed its relevance to your organisation/your audience? (Y/N)

- Confirmed your title? (Y/N)

    a. Have you tested it with someone from your intended audience? (Y/N)

- Determined an event format? (Y/N)

    a. Is your event format participatory and engaging for the audience? (Y/N)

    b. Have you determined an event platform (virtual) or event location (physical)? (Y/N)

    c. Are their barriers to access to that event platform or location that need to be addressed? (Y/N)

- Confirmed and booked your speaker(s)? (Y/N)

    a. Have you got someone appropriate to introduce them on the day? (Y/N/NA)

- Confirmed their presentation needs? (Y/N/NA)

- Confirmed any technological requirements? (Y/N/NA)

- Registered your event with the OPSI, including your event time, date, location, title, theme and speakers? (Y/N)

- Developed your promotional strategy? (Y/N)

- Received your speaker's presentation(s)? (Y/N)

    a. Have you checked the presentation to make sure everything is in order? (Y/N/NA)

- Determined roles and responsibilities for the event planning and execution? (Y/N)

    a. Have you assigned roles to facilitate the virtual event ex. Chat monitor, technical lead, facilitator, social media lead, note taker? (Y/N/NA)

- Confirmed how you are collecting information on the event for reporting? (Y/N)

- Briefed your facilitator/MC? (Y/N/NA)

- Thanked all your speakers/facilitators? (Y/N)

- Delivered event report? (Y/N)

- Delivered event report? (Y/N)

Appendix A – General event development and management guidance

We know that not everyone will be familiar or comfortable about hosting an event – it can be stressful! And we also know that there is a lot being learnt this year about running virtual events. The following provides some tips and guidance on putting together an event, which might be of help to you in putting together and running your event. We will also progressively share the advice we get from event hosts and conveners as part of the 2020 After Shock Dialogues Network based on their experiences of running virtual events in 2020.

(While the advice includes for in-person events, we recognise that a lot of events are likely to be virtual or at least hybrid and contain a mix of in-person and virtual components. We simply want to cater for all types of events.)

Part 1: Planning

The most important things to consider when developing and hosting an event are:

- Topic
- Audience
- Title
- Speakers/Moderators/Facilitators
- Online/virtual events
- Format and duration
- Budget
- Planning your timeline

Topic

If you are reading this, we are assuming you are considering to do an event as part of Day 1 of *Government After* Shock. The aim of *Government After Shock* is to provide a platform for those in or working with the public sector to reflect upon the COVID-19 crisis and what it has revealed about the nature and performance of contemporary government. What has the crisis revealed as no longer working or that needs to be better? What do we want to hold on to but might need to adapt to the world post-COVID-19? What should we be doing differently?

However, there are a lot of different topics that could be covered that relate to those questions, including from different sectoral perspectives (e.g. health, education, employment, environment) or around different responses to the crisis, or any other number of angles.

Therefore, when considering a topic, think about the following questions: Is this interesting? Would you go to it? Who would go to it? How attractive/engaging is this subject to that audience? If your topic is a subject matter which is currently very topical, will it still be topical at the time the event runs?

It can be helpful to test out your topic with others early on, to test your assumptions and to check on how others interpret your topic and the appetite for it.

Audience

As you can infer from the above questions, your topic *is* your audience. How engaging/the depth of your topic can determine the size and diversity of your audience.

Unless your topic relates to an issue found solely within your organisation's operational processes, then your audience can be both inside and outside your organisation. Do not limit yourself to the confines of your organisation as a default. Reaching across departments, organisations and sectors may have promotional and other challenges, but the OPSI is glad to support you in connecting with partners and collaborators (see Part 2: Promotion and Registration).

Title

Now you have your topic, you will need to develop your title to get your audience. When developing a title, consider the following: How much subject matter is there for this topic? Could you ask a specific question under this subject to tighten its focus and make it more interesting?

For example:

'Crisis and innovation in the public sector'

Sounds interesting, but what could that event be about? It is a pretty broad topic. However;

'Crisis and innovation in the public sector: regional lessons from COVID-19'

Tightens it, and develops expectations on what the event is about (participants would expect to hear some speakers with case studies on the subject). Tightening your subject matter helps your audience know what your event is about and helps them decide if they should participate.

The topic and the format

Your topic can also determine the format of your event. Are there many speakers on the subject? Are there opposing views? Are there many aspects and angles that could be discussed? Are there case studies? Are there different voices and perspectives that could be heard, different to what is normally said on the topic?

Using our example again, we can look at how different topics might fit with different event formats.

Title	Possible formats
'Crisis and innovation in the public sector'	One day (virtual or in-person) event investigating different angles with speakers and activities exploring the topic
'Crisis and innovation in the public sector: regional lessons from COVID-19'	Half day event with a series of case studies followed with Q&A for each presenter 1-2 hour event with a series of 15-30 minute case studies followed with speaker panel Q&A
'Crisis and innovation in the public sector: what can we learn from different regional responses to COVID-19'	Panel discussion with Q&A
'Crisis and innovation in the public sector: is a crisis really an opportunity?'	A debate
'Crisis and innovation in the public sector: practical lessons from COVID-19 responses'	A workshop or sharing session

These are only hypotheticals to illustrate the point that subject matter and title can affect format. It's possible that *'Crisis and innovation in the public sector'* could run as a panel discussion with Q&A, however the title is so broad it's likely not going to be as popular an event as it could be. It is important to help your audience understands your event and also has their interest sparked.

The topic and speakers
Related to the format are the speakers. Consider what case studies and speakers are available for this subject. If you cannot find any suitable ones you might need to reconsider your topic, or consider a different format, such as more of a workshop.

Speakers
When developing your topic, you have probably considered who could speak on the subject. There are several considerations to make on this:

- Are they engaging? Are they an experienced speaker? You do not always need a polished speaker, providing their story is engaging. Alternatively, some specialists know their subject matter like no one else but may not be practiced or comfortable public speakers, in which case you may need to walk through the event structure with them or pair them with an interesting interlocutor who can help bring out the best of their knowledge.
- Considering their level of seniority, should they be a keynote speaker? Would they attract an audience in name alone? How likely to be available are they?
- How would they like to present? A speaker with a presentation might not also like to be on a forum panel. But then again they might.

There are also more practical considerations to make:

- Would they expect to be paid?
- If participating virtually: do they have access to a reliable internet connection, are they comfortable with speaking over video, do they know how to manage screen sharing and technology?
- If participating in person: how far will they be travelling? Will they require accommodation? Travel to the venue itself? Meals? Who will cover this?

Promotional/professional speakers
There are usually three types of promotional speakers; public sector representatives, private sector representatives, and authors.

Public sector
Public sector representatives often will wish to showcase the good work of their ministry, department or agency regarding a subject.

Private sector
Private sector representatives are often promoting the work or services of their employers to prospective customers. This may result in a presentation that could (if done improperly) sound like a sales pitch. This is best avoided, especially if there are several such representatives speaking.

Briefing the speaker on the audience and your expectation for the event should give them an understanding of the tone to set. Ideally, a case study on how the service/product the speaker represents address the topic of your event for customers comparable to the audience, a Q&A session and their contact details left behind should be acceptable for all parties.

Authors

Authors may have a publication or new book to promote. This often involves them talking on the subject matter or their book. Their suitability for your event often depends entirely on the book's subject matter.

Online/virtual events - webinars, online discussions and workshops

Webinars, online discussions and workshops have been shown to be a great way to engage and run events, especially when there are limitations or difficulties with assembling large (or even) small groups in one place.

There are, however, some particular considerations that need to be considered in order for a successful event:

- **Platform choice:** *Government After Shock* events are presumably often going to involve public/civil servants. Differing governments have differing restrictions or limitations as to which platforms they might be able to use. This is not insurmountable – many people may be willing to use their personal devices for an event if it is of particular interest – but it does need to be communicated clearly upfront so that potential participants are aware. In addition, different platforms will have different functionalities (though 2020 is seeing a lot of new functionalities being added to respond to the growth in online conferencing and virtual events), that may need to be considered because they will shape the options for how your event runs.
- **Mixing platforms:** Online tools are developing rapidly given the pandemic and limitations on travel, and as more and more people experiment with online functionality. Different platforms offer different capabilities, and sometimes you may want to use a mix of platforms to engage with participants in different ways. The following are some of the platforms that are commonly used – you should assess the merits of each for your own context, especially noting some will have functionality you can only properly use with a paid account.
    - **Wooclap, Slido** – platforms such as these offer functionality for eliciting information from participants in a range of ways, such as asking questions in different ways.
    - **Google whiteboard** – platforms such as this can help in capturing information in real-time, especially if you have a dedicated rapporteur to concentrate on this while everyone else is talking or discussing.
    - **FunRetro –** platforms such as this can help to group and structure information submitted by participants, such as asking for opinions about a particular question or category, and then people adding their answers in a list underneath. Such platforms often also have voting functionality so that participants can prioritise answers and help filter the options being suggested.
    - **Mural and Miro** – platforms such as these can help with more unstructured information gathering such as brainstorming or mapping more detailed responses to open ended questions and helping to relate different parts of information together.

This approach can be more useful when you have deeper conversations that might veer in lots of different directions and where more visual structuring of information might be useful.

- o **Microsoft Teams and Slack** – sometimes you might want collaborative discussion around, before or event after your event, in which case it may be useful to have access to a team/project-based platform that allows people to share thoughts, ask questions and so on. This is generally probably not necessary for shorter, self-contained events, but it is useful for bigger scale activities or where the participants are going to be self-managing their participation or working collectively towards a goal.
- o **Guidance on virtual facilitation** – Benjamin Taylor has some tips on virtual facilitation tools that might be of assistance.

- **Socialising tools:** Depending on the nature of your event, the platform or mix of platforms you are using and the extent to which you are expecting participants to engage, you may wish to have participants familiarise themselves with the tools beforehand. This might especially be the case if they will need to create an account beforehand (many platforms might not require this but for some events you might also want people to be logged in so that there is transparency for participants about who has contributed what).

- **Practice runs:** Regardless of whether you have used the platforms before, it is often worth having a practice run, especially with any speakers or event facilitators. Alternatively, you might just want to ask speakers to log-on a short time before the meeting so that there is time to resolve any unexpected connection issues.

- **Clear expectations upfront:** It is important to be clear with participants upfront about what role they will be expected to play in an online event. This might be letting people know the etiquette during the event (e.g. please mute during the event, and if you would like to speak, please flag your interest with the platform functionality and wait for the moderator or facilitator to invite you to speak). Or it might be that if people do not wish to participate in a break-out discussion, they do not necessarily have to leave the event, but might be able to come back when the group discussion resumes. The expectations of participants in physical events are often much clearer or it is easier for participants to get a feel for what is expected by seeing how other participants are engaging. In an online event, particularly involving people from different contexts, it is not safe to assume that everyone will share the same expectations, so it is important to establish what is expected before and at the beginning of events.

- **Recording, broadcasting and/or publishing your event:** Online events are generally much easier to film and share than in-person events, due to everyone being in front of a camera. It is important to be upfront with participants as to whether the event or activity will be filmed, and what will happen with the recording. For some events, such as workshops, a recording may not be very interesting for an outside audience, but may be useful for reporting purposes and being able to check parts of the discussion. For other events, such as a more traditional panel discussion, there may be interest by a wider audience to see the recording later. We will be happy to link to, or even host, the recordings of suitable events in the reporting after *Government After Shock*, so that people can easily find all of the event recordings. Some platforms also make it easy for you to broadcast (e.g. to YouTube) your event – this can be helpful if you are expecting a large number audience, beyond the number of people who can

sign-up as participants, or if you want to share what is happening but wish to limit interventions and active engagement to a particular set of participants.

- **Established roles:** In an in-person event, your event team (whether it be you and your colleagues or something more sophisticated) will generally have set roles but can also regularly check-in with each and adjust things and who does what depending on how the event is working and the context at hand. In an online event, this is much harder to do smoothly, and so it is even more important for each person helping with the event to know what their role is. You might also want to be clear about who the back-up is for particular functions in the event that something goes wrong, there is a connection issue, or something else, and someone has to step-in to help. For an online event, particular roles that you might want to make explicit include:
    - o Event lead – who is the person that has the overarching view of the event? Someone needs to have a sense of the aims of the event and know how to course correct if something goes differently to expected.
    - o Master of ceremonies or moderator/lead facilitator – who is the person who will be leading the proceedings and keeping the agenda on track, introducing and prompting speakers or helping transition participants between different parts of the activity?
    - o Technical support – technology may be in every part of our lives nowadays, but that does not mean it will run smoothly when we most need it. While many people are becoming more accustomed to online events in 2020, there are still likely to be hiccups, and it is important to have someone whose sole focus is on making sure all the technical things are kept on top of. For instance, this might be about admitting people to the event platform, helping mute someone who has forgotten to mute themselves when not speaking/participating, administering break-out rooms, activating polls or Q&A functions, giving participants the links to other platforms being used in parallel, or even looking after music during moments when participants are brainstorming or doing individual activities and you want to avoid awkward silence.
    - o Chat monitor and responder – many online platforms have chat/discussion functions. It can be very hard for speakers or moderators to keep on track of this at the same time as speaking or facilitating an activity, so it can be helpful to have someone who can respond to comments or questions in chat channels or draw the attention of the MC to particular points or questions. Participants may not feel the chat is being listened to if no one from the event team is engaging.
    - o Rapporteur/note-taker – who will be capturing the conversation and helping make sense of it? It's helpful to have someone who has no role other than just to note everything. If there are break-outs or multiple components to the event, you might require more than one person doing this role – sometimes participants might be happy to do so, but then it is important to be very clear about what is expected from them. Even if an event is being recorded, it is helpful to have someone doing this role in real-time, as they can ask questions or gather from context things that might be hard to do after the fact.
    - o Timekeeper – in-person events have the advantage that speakers can more easily get a feel for the audience and visual cues from the MC or others about timing. Virtual events can make it harder to keep track of time, which can be troublesome. This is

even more of an issue if you have speakers joining at different times, or if they are only available for set blocks of time, and will log-on or join at a set time, meaning that your availability to allow things to run over time is diminished (and remember, events are much more likely to run over time than they are to go under time). A timekeeper can help keep things running smoothly, though this is even easier if you have agreed up front if there are particular cues for speakers or participants about the time requirements.

o Many times you may have someone undertaking some different roles simultaneously, which can work well, especially if the team has run events together before or are familiar with each other and their capabilities. As a rule of thumb however, the bigger or more high profile the event, the more the audience are people that you might not know well, the more sensitive the discussion, the more that you will likely want or need people in different roles, to ensure things go smoothly (though there can always be surprises in events!).

Duration

No matter your format, when considering how much time to allocate a speaker, consider these two rules:

- It is better to leave the audience intellectually curious and wanting to know more than bored.
- The more interactive a presentation, the more time it should be allocated.

As a rough guide, follow these guidelines.

- Opening speaker: 10-20 minutes
- Speaker: 30 minutes (20 minutes talking and 10 minutes Q&A)
- Case study/experience sharing: 10 minutes (5 minutes sharing and 5 minutes Q&A)
- Key note speaker: 60 minutes (40 minutes talking and 20 minutes Q&A)
- Panel discussion: 60-90 minutes (60 minutes discussion and 30 minutes Q&A)
- Workshop: 2 hours to 1 day

For online events, it can be hard to sustain audience engagement and participation for a long-time, as online events can be draining in a way that physical events are not. If you are planning a longer online event, you should ensure there are significant opportunities for engagement and for participants to speak with each other or share their thoughts, e.g. through break-out sessions and through chat. As a general rule of thumb, three hours in one go is probably the maximum one could expect even with a highly engaged and committed audience, any more than that and you will need to structure in breaks (just as you would in an in-person event) and other elements to help keep people feeling a part of an event, rather than a passive consumer of online content or feeling tired and disengaged.

Planning and Timeline

'Get in early' is the mantra of event management. As is 'have a plan B'.

First you get the topic….

An event is like any project, it has a deadline, various details that need to be in place to ensure that deadline is met, and met well. Before we get into planning your event, let's recap.

The first thing you do when developing an event is consider a **Topic** that would be interesting to your **audience**. From your **Topic** you can determine a **Speaker or Speakers** who will be suitable to talk at your event and with both of these in mind you can work on a **Title** for your event to best attract an **audience**.

Your **topic, speakers and title** will also go some way to determine the **Format** of your event. With **Format** in mind you can choose a suitable **platform or mix of platforms (or even a venue)**. The **platform (or venue) and format and duration** will determine what **technical and logistical** requirements are needed.

Putting the pieces together

You start with an objective; to host a *Government After Shock* event on 17 November.

Your first pieces of topic, title and format are yours to decide. Although they must go together and have regard to the core *Government After Shock* aims, you are free to choose them as you wish.

Then you add your speaker/s and platform/venue and things start to get real. Your speakers and participants will need to be briefed and that will require you to know what your aims are, how the event will be structured and run, and what you are expecting from them.

Getting your audience

This brings us to the most important (and time consuming) part of event management. Promotion.

'Get in early' is a mantra of event management, and while this exists to ensure you secure speakers and necessary elements, it also exists to secure your audience.

Promotion and the timeline

If your event is small (20-50 people) and only available to staff of your organisation, with no special requirements, you should probably start promoting three or four weeks before your event date to help secure your audience.

If your event is larger (50+ people), open to audiences outside your agency and/or more dependent upon having certainty of numbers, you will need to start promoting several weeks before your event.

In summary, when developing the project timeline to deliver your event, work back from the event date (in this case 17 November) to build your plan.

Promotion time is important. You'll enough need time to get the message out to your audience, often more than once and you'll need sufficient lead time for your audience to not already be occupied on the date of your event.

Timeline Tip: Consider Plan B. Always consider a fall back option if your plan comes apart. Have a list of alternative speakers to contact should your speaker is suddenly unable to attend. Know how to advise your attendees if you have to cancel your event at the last moment.

Speaker Tip: Be specific about what presentation formats you can accept, the required length, and give hard deadlines for speakers to supply their presentation to you.

Briefing Tip: If you have someone senior (e.g. someone from your executive team or maybe a politician), they will likely expect to be briefed in advance of the event, including a short overview,

some key talking points or messages to be conveyed and details about the other participants. Some may want a detailed speech prepared (which they or their office will often then refine), and will often expect this well in advance of the event. You will want to get a clear sense of the process steps required so that you can factor them into your planning.

Part 2: Promoting and Registration

Now you have your timeline set, it's time to promote your event and get registrations. There are various internal and external channels of communication available to you.

Internal Channels

These might include:

- inclusion in a message from the organisation head
- an all staff email
- intranet/bulletin board notice
- promotion at branch/division/directorate meetings.

Check your internal processes to determine how to action these.

Poster design

If you are doing a poster/flyer for your event, keep the amount of text low, make it readable and make it interesting. Like presentations, less is more. There is no point adding text if the text cannot be read. For text size on an A4 poster, at least 12-16 point is advisable.

Posters / promotional materials should contain the following information:

- Event title
- What it's about, format and topic
- When
- Where
- Contact details for more information/registration details.

Such flyers can make a useful attachment to emails or be included on the intranet.

Other possible channels

Additionally you may want to promote your event through other external channels, including:

- Your own organisation's social media channels (if relevant and appropriate)
- Your professional social media accounts
- Your informal networks
- Any specialist groups or networks that you know of that would be particularly interested in your event
- OPSI will help promote open events through our channels and networks, however this will be easier for us to do the more we have notice about the event and its details, who your intended audience is, and a clear message about what your event is and why people should participate.

Collecting Registrations

It is generally advisable to register participants before the event.

You may not always want or need people to register for your event, but it is generally helpful to give you a sense of how big the engagement with your event will be (and thus the need to calibrate expectations accordingly) or to know if further promotion for your event might be advisable (if you have a high profile speaker but then only have a small number registered, then you might have a problem). It can also help in tracking the interest in your event and in case there are any follow-ups after the event such as sending out presentation details or workshop outcomes.

Some free ways to manage registrations are via email or Eventbrite or through your chosen event platform (e.g. Zoom).

Email

If you choose to use email, it is recommended you use a shared inbox you have access to and coordinate with others in your team who are handling the registrations.

When collecting registrations, create an excel spreadsheet and record the details, in accordance with any privacy compliance requirements.

Create an appointment in your calendar for the event and invite attendees when then register. This gives them an appointment in their calendar to remind them of your event. This is especially useful if your audience is mostly professionals, and is all that's required if the details of your attendees are not important (e.g. registration is just to collect numbers).

Eventbrite

Eventbrite largely replicates all of the above actions (collects your attendees details, sends them reminders). Your Eventbrite registration page can also action as the go-to webpage used in your promotion if you do not or cannot have your own site or webpage. It is recommended when creating an Eventbrite account to also use a shared email account in case the main person is not available or requires back-up.

Tip: when collecting registrations to free events expect about one third to a half of your audience not to show up.

Event platforms (e.g. Zoom)

Zoom paid accounts have a registration feature that allows event hosts to set up a generic registration page. Details on how to set up registration for meetings can be found here, and for webinars can be found here.

Send a reminder

It is recommended that upon registration and the day before the event you distribute information to your audience to remind them about the event details (e.g. log-on/programme/expectations).

This acts as a reminder for your audience and gives them the opportunity to raise any last minute questions with you. Reminder emails about your event are automated in Eventbrite and can be tailored as you need.

Cancelling, pivoting or otherwise adjusting your plan

Despite best intentions, sometimes things do not go to plan. If your event is underselling or if a key speaker falls through, you will have to take action to minimise negative outcomes

The key concern here is your credibility and that of your organisation. People can be forgiving, but if you have spent considerable time and effort building up an event and organising senior leaders, then it might be better to pivot or otherwise adjust your event rather than seeking to cancel it. If it is an internal event with people in your team, it might be easier to cancel – but then also it is likely that your team will be more understanding if your event takes a different turn to what had originally been anticipated and it may be just as good to proceed with your event.

2020 has been a year of the unexpected, and the pandemic makes it hard to plan. If plans do change, do try and ensure your participants are informed early on, or that you ask for help from others early on, as it will then be easier to adjust. Cancelling or changing things significantly just before the event should only occur in exceptional circumstances.

Part 3: Preparation and hosting

Before your event you will want to take some time to do a run-through to make sure you have everything in readiness and that everyone involved is across the necessary details. This might just be a ten minute chat the day before, or it might be a more involved series of meetings in the lead-up, especially for bigger, more complex events involving a range of partners. The main thing is to ensure that everyone feels comfortable and confident before the event starts, including your speakers, facilitators or others who are helping contribute to your event.

Immediately before your event, you will likely want to check everything is ready and have key participants (speakers, facilitators, etc.) log-on early to ensure that things are working and to provide any update on expected numbers, discussion points or key things to note/emphasise (e.g. reminding about timing limits for speakers).

When opening the discussion, depending upon your platform choice, it can be helpful for participants as they are logging on to see a slide with details about the event and something such as "We will be starting shortly". Some people also like to have some gentle background music, to be more welcoming (if recording you may want to ensure that the music is copyright free).

Early on in your event, you might want to remind people of the key expectations (e.g. muting microphones, participating in chat, that slides will be shared, whether the event is being recorded).

Depending on the nature and size of your event and your audience, you may want to incorporate social media into it. The easiest way of doing this is to let people know what the relevant hashtag for your event is if they wish to comment about it on Twitter or if they wish to link to any blog posts about the event. The hashtag for *Government After Shock* is #GovAfterShock.

For *Government After Shock*, there will be a range of parallel elements (e.g. polls and collaborative documents) that participants will be able to contribute to. We will provide event hosts with details and talking points about these elements well in advance of the 17th of November so that you can build these in or mention them as wanted/appropriate.

At the end of your event, be sure to thank all participants and to provide some information about any next steps or how the event will help feed into other things. In the case of *Government After Shock*, we will provide all event hosts with some key points to share with participants about the broader programme, how to participate in the second day, and other pertinent details.

Part 4: Reporting and Wrap-up

After your event you will need to thank speakers and supporters and mostly likely will need to report back to your management or key stakeholders on how the event ran.

To reduce the administration, there are several measures you can take to collect information on the event as it runs.

Get a head count.

Take a note of how many people participate in your event. In a virtual event this number can fluctuate quite a bit, but will generally settle down early on, and maybe start to decline later on in the event. You might want to record the maximum number, as well as the more steady count. Most platforms will provide an easy indication of participant count, and some have more detailed reporting about engagement through the event.

Collecting audience sentiment

You might wish to do an after-event survey to gauge from participants how they think the event went. This can be a useful exercise, however response rates on these are generally low and require following up.

Alternatives having a virtual board of some description where people can leave behind comments (anonymously or named) about their impressions of the event as they log-out or just after.

It can also be helpful just to let people know that you welcome any feedback and provide an email address for them to provide comments to.

We will provide some suggested elements that you could include in a survey, to help inform the broader analysis and reporting on *Government After Shock*.

Distributing materials

Many events distribute slide materials afterwards. You will need to check with your speakers that they are happy with this. You can distribute the materials direct to your registered audience and/or online as attachments to post-promotion blog wrap-ups on the event.

Recording the event

If you recorded the event, it may be useful for hosting online. Consider the video and sound quality of your presentation. Is it engaging? Also consider any confidentially issues that may arise.

If distributing the video online (such as via YouTube), there may be accessibility requirements that you are obliged to meet. It is most likely you will need a transcript for download and subtitling the screen. Alternatively, you might want to provide to us, and we can host it as part of the *Government After Shock* series.

If you do record the event, make sure that you have gotten written approval/consent from the speaker(s) and that you have noted to participants that the event will be recorded at the start of the session.

Thanking

Make sure to thank your speakers in a timely manner, including providing them with any feedback if appropriate. This is not only good manners, but ensures that you and your organisation are seen as professional and appreciative.

Summary

When planning your event remember your topic and title are key to attracting your audience and speakers. Topic, speakers and title will help determine your format, which in turn will help determine many of the other elements.

Your timeline must have sufficient time for promotion and registration for your audience.

Plan early, and consider your options (always have a plan B) when developing your event.

When hosting your event know what is happening when and who is doing it. Know the contact details of those working with you during the event so you have the information to act should things go wrong.

Reporting on your event is almost as important as hosting it. Stakeholders who did not attend need to know how well it went. There are many actions you can take during the event to help record this (video recording, photography, head counts, surveys). Report with statistics and your opinion on the event how it showcased your section/division/department. Also thank those involved for their time.

Appendix B – Advice received from event organisers and conveners through the 2020 After Shock Dialogues Network

As part of the preparation for *Government After Shock*, the OPSI team collaborated with like-minded relevant events to learn from the various conversations taking place in 2020 that touched on government and its role in light of the crisis.

As part of the debriefs of these events to capture relevant insights, organisers have been asked what advice they would give to others doing/attempting something similar, noting that there is a lot being learnt this year about how to organise effective virtual events. The following contains insights from each of the debrief reports, and will be updated on an ongoing basis as more partners in the 2020 After Shock Dialogues Network have their events. Over time, the key insights out of all the events will be digested but for now the individual insights are provided separately.

RiConfigure's Democratizing Innovation: A Virtual Dialogue Event[1]

- You don't get the right people in the room by simply opening the doors. "We tried to make an effort in the design of the event to have different representation in the roles. So designing for across geography, timezones, women and men. And diverse, also intersectional."
- RiConfigure designed for a small set of highly engaged participants, not just a one-way information flow to audiences, and not using mass-audience interaction tools (e.g., polls, surveys, voting); while it took a couple days for some participants to hit their stride, the event was characterised by robust verbal and written discussion throughout the sessions and much active participation. Plan for people needing time to get comfortable with different tools and options.
- It may be valuable to give people opportunities to get to know each other as participants to compensate for the interactions that would otherwise happen in a physical event.

States of Change Learning Festival[2]

- The ability to create meaningful online spaces for honest reflection and sharing is possible though should not be taken for granted and takes careful consideration and work.
- Pay attention to the 'wrap-around', the points of interconnection, whether it be bringing people in and out of the (conceptual) space or moving between learning and reflection time, and include informal spaces (the equivalent of antechambers, green rooms or even bars – spaces for people to be acquainted and to decompress and digest - spaces for spontaneity).
- Events can often focus on 'the what', the 'so what' and the 'now what' – just as with in-person events, the 'now what' is perhaps the hardest bit for virtual events.
- The Learning Festival was deliberate about being humble and tentative, given the great uncertainty of the crisis, which aided in providing a greater sense of intimacy, candour and generosity than might otherwise happen with such events.
- There is more to be learnt about the enabling techniques for helping people collaborate and connect at a distance.

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[1] https://oecd-opsi.org/wp-content/uploads/2020/08/Insights-Capture-Report-2-RiConfigure.pdf
[2] https://oecd-opsi.org/wp-content/uploads/2020/07/Insights-Capture-Report-1-States-of-Change-Learning-Festival.pdf

UNDP NextGenGov Asia Virtual Summit[3]

- Designing events with a participant-focus or participatory methodology ensures the relevance and buy-in of events.
- Organisers may be able to get high-level speakers more easily on digital events, but they can detract from the learning process, by absorbing time that could be used allowing participating policy-makers to share things between themselves.
- Sometimes fewer participants can lead to better quality of events. More participants are harder to manage, and it is harder to facilitate in-depth conversations and dialogues around specific topics.

RiConfigure Democratizing Innovation: A Virtual Dialogue Event[4]

- You don't get the right people in the room by simply opening the doors. "We tried to make an effort in the design of the event to have different representation in the roles. So designing for across geography, timezones, women and men. And diverse, also intersectional."
- RiConfigure designed for a small set of highly engaged participants, not just a one-way information flow to audiences, and not using mass-audience interaction tools (e.g., polls, surveys, voting); while it took a couple days for some participants to hit their stride, the event was characterised by robust verbal and written discussion throughout the sessions and much active participation. Plan for people needing time to get comfortable with different tools and options.
- It may be valuable to give people opportunities to get to know each other as participants to compensate for the interactions that would otherwise happen in a physical event.

Australian Public Sector Innovation Network Innovation Month

- Push the conversation outside the comfortable space and challenge the status quo.
- Pitch things as an experiment, as people then feel more comfortable with uncertainty and are more willing to try different things.
- As innovation becomes more mature as a topic/issue, it will receive more scrutiny, so experimentation needs to be accompanied by making sure all the gaps are filled.
- Ask advice of others who have run events and participate in other events. Test, plan and test again.
- Do not be afraid to reach out to people when planning your event, as you do not know what they can offer unless you engage in a conversation.
- Be clear up front about expectations for your event(s) – e.g. "This event will be interactive and all participants will be expected to actively contribute."
- Finding a technology platform that is universal (i.e. accessible, usable and suitable for all organisational and individual needs and security restrictions while also delivering all of the functionality desired) is impossible.
- Digital events experience very high drop-out rates (up to 50%).

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[3] https://gov-after-shock.oecd-opsi.org/wp-content/uploads/After-Shock-Dialogues-UNDP-Next-Gen-Gov-Asia-Summit.pdf

[4] https://oecd-opsi.org/wp-content/uploads/2020/08/Insights-Capture-Report-2-RiConfigure.pdf

RSA Bridges to the Future[5]

- The team felt like it had both an opportunity and a responsibility to hold space for this kind of dialogue and exploration, but was struggling with the idea that they didn't know exactly what would become of the work. "There's always a leap of faith that people will find value [in events like this]."
- You need resources to support really well-designed collaborative processes.

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[5] https://gov-after-shock.oecd-opsi.org/wp-content/uploads/After-Shock-Dialogues-RSA-Bridges-to-the-Future.pdf

Appendix C – Guide for hosting a virtual event

From our network, some tips for running a virtual event.

Preparation

There is more to think about when preparing for a virtual event other than just figuring out the technical set-up and sending out an agenda.

In a digital environment, you can't rely so much on body language and visual cues. So you'll need to be proactive and transparent about how you communicate and record information, and set expectations for the behaviours and level of participation you need from attendees.

Below are some suggestions to get the most out of your event and the attendees.

Identify the best tools to use for communication and collaboration
- Agencies and departments have different levels of security and program accessibility. Check with potential attendees what they have access to and their sharing permissions.
- Think about the type of event you will be hosting – interactive or not. If it is interactive, decide how you want people to contribute and what information you'll be sharing or collecting.
- Consider if it is better to use a single tool/platform or multiple tools – for example, Skype for Business for the presentation, Sli-do for polling and Mural for collecting information.
- Will the event be recorded? If so, you may need to plan this ahead of time with your IT department. You'll also need to let event participants know in your invite, due to privacy reasons.

Plan how to facilitate the event
- Be realistic about what you can achieve in the allotted time.
- Prioritise the items and decide which items can be dropped if time runs out during the event.
- Consider having co-facilitators to manage any technical issues and online instant messaging happening at the same time.
- Create an agenda.
- Create a run sheet for yourself – detailing the activities, particular tools you'll be using and when, the questions you'll be asking attendees, and any other guidance you need to help the event run smoothly and on time.

Setup and logistics

Familiarise yourself with the platform
- Make sure you know how to use all the functions of your chosen platforms before you host the event.
- Run a trial a couple of days before the event day to iron out any issues. Test from a facilitator and user point of view.

Decide on an appropriate event time
- Consider the best time zone for the majority of attendees to participate. Communicate the standardised time zone (eg AEST) to attendees in the invitation to avoid any confusion.

Schedule more time at the start and end

- Allow an extra 10-15 minutes before the start of the event for attendees to join and to address any technical difficulties they may face when joining, and an extra 10-15 minutes at the end to allow for questions etc. that inevitably run overtime. So book your meeting time for half an hour longer than you need all up.
- Spell out the additional buffer time and the actual start time in the event invitation. This will help manage expectations.
- Facilitators should arrive early to greet attendees and manage any challenges that may arise.

Set expectations and provide guidance material

- When you send out the sign-in link to the people who have registered, also include:
  - agenda
  - start time
  - role and expectations of attendees
  - how to join the event
  - technical support FAQs
  - contact details for when things go wrong
  - a copy of the presentation slides for people to follow along just over audio, if appropriate
  - details of additional tools that will be used to present information, and capture and record input from attendees

Managing the event

These suggestions for event etiquette can help your event run smoothly and ensure your attendees feel welcome and comfortable to contribute.

Introduce the event

- Arrive 10-15 minutes before the official start time to make sure everything is working.
- Welcome all attendees on arrival.
- Explain how the event will run:
  - you should have already decided on how you will take questions and who can talk when
  - tell them if you will take questions as you go, or at the end
  - tell them how they can get your attention, e.g. a hand wave or chat window
  - if this will be an open discussion, ask for one conversation at a time
- Ask attendees to:
  - Turn cameras on or off (depending on your event) and mute microphones unless speaking
  - be present (it is tempting to be doing other tasks when in front of a computer)

Manage the flow

- Share the agenda before the event.
- Make the agenda visible to all attendees on the day.
- Introduce attendees to the technology:

- o show attendees the features of the technology you require them to use (how to mute/unmute the audio, share or present their screen, collaborate using the tools)
  - o repeat these instruction just before they need to use it
- Keep time:
  - o the stop and start, or migration between technologies, can slow down the pace of the event
  - o use a timer and let attendees know how much time will be devoted to each item on the agenda
  - o update the agenda as you go – some items might need to be shortened or excluded if time runs out
- Wrap up:
  - o reiterate the key points
  - o advise what the next steps will be
  - o inform them how you will follow-up and where key documents will live
  - o thank the speakers and participants

Post-event communication
- Follow up with an email:
  - o thank attendees for their participation and contributions
  - o ask them to fill out a short feedback survey
  - o provide any relevant follow-up materials or links
- Host a retrospective with the event team. This is a good practice to adopt, to find out what worked, what didn't work andwhat you will do differently next time.

Further resources
There is a lot of information about how to host virtual events. Below are a couple of blogs that provide some more guidance about best practice and content.

- How to host a successful virtual event: tips and best practices
- The dos and don'ts of hosting a successful virtual event
- How to get people to actually participate in virtual meetings

Appendix D – Different platforms

The following provides a list of different platforms that are available to use for virtual events. It is not comprehensive and nor is inclusion a recommendation.

Videoconferencing platforms

Avaya https://www.avaya.com/en/	Video conferencing Chat Screen share Mobile app
BlueJeans https://www.bluejeans.com/	Video Conferencing Screensharing Video calls
Google Hangouts https://hangouts.google.com/	Messaging Video conferencing Voice
Google Meet https://workspace.google.com/	Secure video meeting for business
GoToMeeting https://www.gotomeeting.com/en-au	Video conferencing Mobile app Video sharing screenshare and whiteboard Recording Polling Generate transcripts of recorded meetings
Mentimeter https://www.mentimeter.com/	Interactive presentations Videoconferencing
Microsoft Teams https://www.microsoft.com/en-au/microsoft-365/microsoft-teams/group-chat-software	Videoconferecing Audio conferencing Screen share
Sli.do https://www.sli.do/	Video Conference Web app Live poll Q&A Screen share No app required, just type slido into web browser and the meeting code #
StreamYard https://www.sli.do/	Live streaming studio Interview guests Screen share Stream directly to Facebook, YouTube, LinkedIn and other platforms.
Stormz https://stormz.me/en	Video Conferencing Collaborative workshops Brainstorming
Vimeo https://vimeo.com/	Video conferencing Collaboration Live streaming
Cisco Webex https://www.webex.com/	Video Conference Webinar up to 3,000 attendees and stream 40,000 attendees Team collaboration

Whereby https://whereby.com/	Video conferencing Screen share Record options
YouTube https://www.youtube.com/	Live streaming Pre-record
Zoom https://zoom.us/	Meetings and chat rooms and work spaces (on business deal) Video webinars Interactive video, thumbs up, clapping etc by audience Screen share Annotate from host, guests In meeting chat Inc. private meeting chat or with all attendees Tutorial videos Record the session

Digital Whiteboards

GroupMap https://www.groupmap.com/	Real-time brainstorming tool Design your own lists, charts and mindmaps. Customize headings and instructions in your own language. Create multiple copies or clone existing maps instantly. Create workspaces with multiple activities all in the same space. Create polls and surveys as part of your brainstorming activity.
Jamboard https://workspace.google.com/products/jamboard/	Electronic whiteboard
Miro https://miro.com/features/	Collaborative whiteboard 8000+ teams Agile Workflow Mapping and diagramming
Mural https://www.mural.co/	Online workshops Remote collaboration Works on phone or laptop Planner Real-time Drawing functions
Stormboard https://stormboard.com/	Interactive and collaborative sticky notes Templates Sketches Input into Excel and Word documents

Appendix E – In-person events

The following is provided for those who might be thinking about undertaking an in-person event.

In-Person events and physical venues

Your venue is important, possibly more important than you would first expect. Aspects of your venue can greatly impact how you run your event, consider the below questions and how they impact other decisions/actions that have to be made in planning and hosting your event.

Is the venue easy to find and access?

This effects how you promote your event. You may need to provide information on nearby parking or public transport options. Is your venue inside a government department building behind a security desk? Ask security the best arrangements for many visitors to access the venue (registration for the event will most likely be required in these cases, including details of where the visitors are from).

What's the capacity?

The size of the venue can influence the perceived success of the event if many empty seats remain. Unless there's a good reason don't book a large venue if you don't think you're going to fill it.

What is the venue layout and can it change?

Layout is how the seats can be arranged. Generally there are three types of layout: Theatre, Workshop, and Boardroom. Each is suitable for different types of events and offer different capacity

Style	Description	Audience numbers	Good for
Theatre	Rows of seats facing the stage/presenter	High	Presentations/Panel discussions
Workshop	Tables with seats around them.	Medium	Workshops/Presentations/Panel discussions/lunches
Boardroom	One large table with seats around it.	Low	General meetings/Presentations

If you are considering a third party venue, the property manager or sales representative should have details on the available layouts they offer and the capacity of their venue at these layouts. If you're considering a venue internally your property services section should have information on this.

Tip: if your event is under-selling, you could change the venue from theatre to workshop to remove the empty seats.

Amenities

Familiarise yourself with the venue: is it wheelchair accessible? Where are the toilets? What's the fire exit plan? What's the phone reception like? Does it have wi-fi? How does the fire alarm system work?

These are questions that may not immediately occur to you but may be raised prior or at the event. For example:

- Your venue encourages online discussion but is in a network black spot and the conference wi-fi has just crashed
- Your presenter wishes to do a science demonstration illustrating surface area combustibility by creating a fireball with flour.

Remember to ask questions at a venue and have a plan B if needed. The Canberra Convention Bureau offers a check list of things to consider when choosing a venue. As a public servant, it may be possible to hire or 'borrow' rooms in your own or another department or agency's building.

Insurance

Check your agency's requirements for insurance if you are using a venue external to your agency.

Format

As mentioned before, your format depends largely on your topic, title, audience, and your speaker. Your venue must be able to accommodate your format with sufficient capacity for your expected audience. Also, consider the time demands your format asks of your audience. A lunchtime seminar is easier to accommodate then a two-day conference.

Budget (and assuming you don't have one)

Events at third party venues

The Canberra Convention Bureau offers a useful budget planner for this, but here's a quick overview of what to consider:

- Speakers: fee, travel (including taxis), meals, accommodation
- Catering: Can be a surprise expense. Also remember tea, coffee and biscuits count as catering.
- Audio visual: Consider this when touring your venue. How large is it, can someone in the front be seen/heard from the back? Is the lighting dull? Consider what it would be like to sit in that venue for the duration of your event.

Most third party venues will be able to assist you with preferred audio/visual and catering suppliers and for complex large events it advised to go with these suppliers. Very large venues may also have on-site offices for these suppliers which is a plus.

For smaller events where all that is required is a video projector and a laptop, you could probably secure these items from the office, ask your administrative team if these items are available and *test them before the event.*

If you require a lecture microphone and this is not built into the venue, hire one. It should be easy enough to set up and operate without a technician. If your sound requirements are more complicated (e.g.: panel of microphones and roaming microphones in the audience) this will require a sound mixing board for a technician to set up, and ideally be nearby should there be issues.

Events in-house or at partner government buildings

Holding an event at an in-house venues (be they either in your department or at a partner agency) is a more cost effective method than through commercial suppliers. Many government venues are

suitable for hosting events and have some built-in technical equipment, such as projectors, laptops, and sound systems.

These venues also have in-house technical services (through property management). Catering, depending on your arrangements, could be delivered via administrative support (for coffee, tea, biscuits) or for a cost, many venues have nearby cafe's with catering services offering sandwiches and finger foods.

The capacity and accessibility of these venues is limited. Few have seating in excess of 200, some are located behind security desks (which means your audience will have to register in advance to be on a sign-in list), and you will be competing with other demands for the venue. An internal venue can be just another meeting room available for booking for departmental staff. It could easily be booked out early *so get in early*.

Note:

This resource has been developed by the OECD Observatory of Public Sector Innovation, and was inspired by and drew upon the Australian Public Sector Innovation Network's Innovation Month event management primer (see https://web.archive.org/web/20160320230122/http://innovation.govspace.gov.au/2014/03/19/innovation-month-2014-the-how-to-guide-to-event-management/). It is available for re-use and adaptation under a Creative Commons Attribution - ShareAlike 3.0 IGO (CC BY-SA 3.0 IGO).