

Ian Trotman

Ian Trotman has had essentially two careers. His first was as a professional forester with the New Zealand Forest Service which he started as a trainee January 1959 and after a years training in the field spent several years studying part time at Victoria University and working in various sections of head office with field work in the long vacations. He was chosen to study forestry at Edinburgh University after a period at the Forest Research Institute, Rotorua, and returned with his degree to spend several years as district forester for Hawke's Bay during a time of major expansion and also relieved during later periods as acting senior forester for Wellington Conservancy based at Palmerston North. He was promoted to head office and spent several years as a senior and principal forester with various responsibilities for management and resource portfolios. In the mid 1970s he studied full time for the post-graduate Diploma of Public Administration the year before it became a master's degree. He spent a year seconded to the industry based Forestry Council working toward a national forestry development conference. In the late 1970s he was seconded to the government of Western Samoa as its Chief Forest Officer and as leader of a major New Zealand Aid project to develop the use of forest resources. He returned to a new position of Assistant Director Environmental Forestry responsible for the management of protection forestry and the multiple use including recreation of forest parks and other state forests. On returning from Samoa he undertook several consultancies for the Ministry of Foreign Affairs on forest management around the Pacific and South East Asia and soon after China opened itself to the rest of the world participated in a joint public and private sector forestry mission to China. He was appointed to a new position of Director of Advisory Services bringing together responsibilities for farm forestry advice, timber utilisation advice, quality protection - through quarantine export certification and timber preservation, and the timber inspection service of imports and exports, and for foreign aid. It was during this responsibility that a change in government led to both the corporatisation of commercial functions and the reorganisation of environmental administration leading to the breaking up of the NZ Forest Service. During much of this career Ian had undertaken a number of reviews, investigations and trouble shooting roles: ranging in scope from the Forest Service library, its largest forest at Kaingaroa, the Maori forests leasing scheme, and the potential merging of the Forest Service and the Department of Lands and Survey all without being aware of the discipline of evaluation whilst practising elements of it.

Ian's second career started in early 1986 when he was encouraged with the break-up of the Forest Service to diversify his experience and was appointed to a new position in the State Services Commission (SSC) as Director of Corporate Services with two main tasks of introducing corporate planning to the SSC and reviewing the need for and organisation of all the internal administrative functions. After completing these tasks and recommending doing away with his position he led one of the divisions responsible for overseeing a group of departments and after a revision of the State Services Act was appointed as a Managing Analyst in a new branch set up to review all government departments. In setting up this branch the small management team and a group of initial appointees spent 6 months undertaking a literature study of world wide review and evaluation organisations and procedures to develop a proven methodology for NZ. It was at this point he became more aware of the discipline and process of evaluation and as part of the learning process attended an Australasian Evaluation Society (AES) conference at Manly at the time the young organisation was feeling more confident and accepting a teaching and educational role. As one of the few NZ'ers at the meeting Ian was pressed to become a representative on the management committee, and after discussing it with a very forward-thinking State Services Commissioner, he did. Within a couple of years he with a group of managers and leaders within agencies having evaluation and

review functions, and had founded the Wellington Evaluation Group (WEG) which developed a parallel role as a region of the AES. The management committee of AES appointed a sub-committee on ethics and standards and a working party to produce a forward-thinking corporate plan. Ian was on both these groups. After taking a somewhat academic approach to ethics and standards, Ian, with a group of WEG members and an Australian committee member on secondment to Massey University, developed a practical code of ethics for the AES which was accepted by the AGM for a two year trial. The corporate plan was supported, but it was realised that the AES constitution based on sports clubs was too limiting for a professional organisation, and a major revision was required under the legislation covering chartered societies. A weekend working group developed the guiding principles and it was left to Marion Aimes and Ian to flesh out the detail of the new constitution, which was subsequently adopted.

In the SSC in New Zealand a change of government led to a change in emphasis. The separate review function was mainstreamed into the wider management oversight and Ian moved to assistant Director of Chief Executives Branch where he reviewed the appointment and performance review processes. Then in a major reorganisation he was appointed as a team leader to one of the branches responsible for introducing and applying a more comprehensive advisory and performance management role across all government departments and some of the semi-independent crown agencies. In the meantime he encouraged the formation of the Auckland Evaluation Group and Waikato Evaluation Group by Maggie Jakob-Hoff, followed by a Christchurch group, which was short-lived as central and local government became smaller in the regions and some of the key members of that group moved to larger centres. He served on AES working groups which polished the trial code of ethics for its formal adoption and then on the development of the guidelines for the conduct of ethical evaluations, and encouraged the calling of tenders to conduct concentrated evaluation training in New Zealand.

Over 1998-99 Ian was the Vice president of AES working closely together with President Sue Funnell during a period of major changes for the society, including developing formal policies for many of the Board procedures and activities; trying to review the unwieldy operation of the Board and Executive; the increasing role of electronic communication; the potential for greater use of the internet; the reorganisation and formalisation of conference organisation when problems arose in this area; the change in the administrative support and centralisation of financial procedures to support regions and reduce some risks to the society. Ian retired at the end of 1999 and felt that, without the support of the SSC he had been given over the previous decade, he would be unable to meet the expectations now expected of the president.

However he continued with a small amount of the odd consultancy job and continued with Colin Sharp on writing up the history in evaluation across Australia and New Zealand. He wrote up the decade he had served in various roles on the management committee then the board and various subcommittees and working parties of the AES. He developed a paper and poster display for the 2003 conference in Auckland on the society's history which was shortened and published in the Evaluation Journal of Australasia. He also helped with a couple of reviews of the constitution and was appointed to a working group which went a long way to developing local evaluation standards having regard to both the USA (internationally recognised) and consistent with the AES code of ethics. His contribution over more than a decade often at the heart of major developments was recognised by appointment as an inaugural Fellow in 2003.

Ian has contributed 14 published monographs, articles and conference papers on evaluation. In the last 15-20 years of his career Ian was also heavily involved with the NZ Institute of Public

Administration including several terms on both the management committee and the editorial committee of the Public Sector Journal. In 2001 he was appointed a Life Member of the Institute.

Ian recognised quite early that at some point moves would increase for a local national evaluation group which may better meet the needs of local evaluators for a range of different reasons, and when this occurred, he supported anzea with advice and help with developing its constitution.

Outside work a considerable influence on Ian was 15 years in the Boys' Brigade as a boy and as a leader. He is married with two sons and a daughter. He served his community by following all his children through the kindergarten management committee, the primary and intermediate school committees and the college board of governors. His wife meantime exerted influence on the relevant PTAs and for several years operated the college canteen. As Ian travelled around 40% of the time he was in the Forest Service, she often had to be both mother and father. He was active in a local church and before going to Western Samoa conducted defensive driving courses for several years. Retirement has allowed more time for his five grandchildren, gardening and a bit of travel.