

STRATEGIC PERFORMANCE MANAGEMENT CERTIFICATE

Overview of the Certificate

There is an agreement among scholars and practitioners on the relevance and the benefits of performance management. However, how to really implement it remains as serious challenge in contemporary public management. Through a solid conceptual and a hands-on approach, this certificate aims to review the fundamental concepts of performance management but also to develop the necessary skills to effectively implement a performance management system that is relevant and impactful to public agencies.

Certificate objectives

This course will help participants understand:

1. The fundamental underpinnings of performance management
2. The relevance of linking strategic planning with performance management and how to do it
3. Design of effective mission, objectives and performance indicators
4. Criteria for effective performance reporting
5. How to identify and analyze stakeholders as well as how to design strategies to manage them
6. How to create a culture of performance
7. How to turn performance data into action
8. Potential pitfalls in performance management and how to avoid them

Texts/course materials

There are no required texts to purchase for this training module. All required and optional reading material will be provided directly to students through the Blackboard learning system. Assignments, lectures and discussion boards will also be provided in Blackboard.

Weekly readings

For every weekly class required readings and examples are assigned. The examples are documents, videos or websites representing relevant concepts reviewed on the lecture. Additionally, optional readings are assigned for every week, which are recommended for further inquiry but not required.

Course activities

Weekly discussions

Discussion questions serve as a virtual mechanism for class participation. The instructor will post questions for weeks 1 – 8 (unless otherwise specified by course instructor). These questions are related to key issues or themes of the required readings for the week.

Each of you is expected to contribute at least two times per week to the online discussion – one reaction to the readings and one response to a colleague's post. Your individual response to the discussion prompts is due by Wednesday (11:59 EST) and your response to a classmate is due by Sunday (11:59 EST).

As a way of building useful exercises into the course curriculum, participants may also be asked to search for and share best practices. For example, participants may be required to identify agencies that show results on an agency website using effective practices for communicating results. Participants can upload a web site link to the discussion with a few sentences describing why it is an exemplary case for performance reporting.

Blog post/video

As a final exam, students will have to (i) write a blog post between 700-1000 words or to (ii) record a video approximately 2 minutes long. Participants will have to reflect on relevant public performance issue for their respective organizations and connect such issues with the concepts reviewed during the certificate. The best blog posts and videos will be published and disseminated through the NCPP's Government Performance Network.

Project and weekly assignments

Participants will work during the Certificate Program on a Final Project to put in practice the concepts reviewed during the lectures and discussions. Participants are required to select a specific issue/program within their organizations. For that purpose, they will have to assess the strategic plan of their organization or, if they do not have a strategic plan to work with, they will have to find one covering similar areas of activity.

At the end of the Certificate they will have to submit a Performance Report with a clear mission, objectives, key performance indicators, stakeholder analysis and possible actions, and the identification of barriers in their organizations to effectively implement performance management. We will work on each of these sections on a weekly basis, and participants will receive feedback from the instructors. Finally, they will be able to adjust each section and submit a Final Report at week 10.

Fair use of copyright materials.

To ensure fair use of copyright materials:

- Only those registered for this course can access these online materials.
- People taking this training are not allowed to copy or reproduce course documents and distribute them to individuals who are not enrolled in the course.

NCPP Instructor interactions

NCPP online trainings are guided by instructors who have extensive knowledge of current research, and/or relevant professional experience.

Schedule

W	Topic	Readings	Optional readings	Examples	Assignment
1	Introduction, the link between performance management and strategic planning	<ul style="list-style-type: none"> Behn, R. D. (2003). Why measure performance? Different purposes require different measures. <i>Public Administration Review</i>, 63(5), 586-606. Jackson, Peter M. (2011). Governance by Numbers: What Have We Learned over the Past 30 Years? <i>Public Money & Management</i>, 31(1), 13-26. Poister, T. H. (2010). The future of strategic planning in the public sector: Linking strategic management and performance. <i>Public Administration Review</i>, 70(s1), s246-s254. Hatry, Harry P. (2002). Performance Measurement: Fashions and Fallacies. <i>Public Performance and Management Review</i>, 25(4), 353-358. Page, S. & Malinowski, C. (2004). Top 10 Performance Management Dos and Don'ts. <i>Government Finance Review</i>, 30(5), 9-14. 	<ul style="list-style-type: none"> Joyce, P., Bryson, J. M., & Holzer, M. (2014). Introduction. In <i>Developments in Strategic and Public Management</i> (pp. 1-17). Palgrave Macmillan UK. Ammons, David N. (2013). Signs of Performance Measurement Progress Among Prominent City Governments. <i>Public Performance & Management Review</i> 36(4), 507-528. Kloot, L., & Martin, J. (2000). Strategic performance management: A balanced approach to performance management issues in local government. <i>Accounting Management Research</i>, 11(2), 231-251. 	<ul style="list-style-type: none"> Goals and Measures. Shelley Metzenbaum. IBM Center for The Business of Government 2009. https://www.youtube.com/watch?v=i1SYoBXV9IA Robert Wood Johnson Foundation 2011. Performance Measurement and Public Reporting in Action http://www.youtube.com/watch?v=icpqMC511A0 	Initial organizational performance evaluation
2	Developing mission, values and objectives	<ul style="list-style-type: none"> National Performance Management Advisory Commission (2010). <i>A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving</i> (pp. 3-7, 21-25). Chicago, IL: Author. Poister, T. H., & Streib, G. (2005). Elements of strategic planning and management in municipal government: Status after two decades. <i>Public Administration Review</i>, 65(1), 45-56. 	<ul style="list-style-type: none"> Weiss, J. A., & Piderit, S. K. (1999). The value of mission statements in public agencies. <i>Journal of Public Administration Research and Theory</i>, 9(2), 193-224 Department of Budget and Management of the State of Maryland (1997). <i>Managing for Results Guidebook</i> (pp. 15-64). Annapolis, MD: Author. 	<ul style="list-style-type: none"> A Performance Measurement Framework for the Canadian Health System https://secure.cihi.ca/free_products/HSP-Framework-ENweb.pdf 	Assessment of mission and objectives of participants' agencies

3	Key performance indicators and model relevance	<ul style="list-style-type: none"> Office of Financial Management of the State of Washington (2009). <i>Performance Measure Guide</i> (pp. 2-13). Olympia, WA: Author. Hatry, H. P. (2001). What Type of Performance Information Should be Tracked? In D. W. Forsythe (Ed.) <i>Managing Performance in American Government</i> (pp. 17-34). SUNY Press. 	<ul style="list-style-type: none"> Department of Budget and Management of the State of Maryland (1997). <i>Managing for Results Guidebook</i> (pp. 80-116). Annapolis, MD: Author. 	<ul style="list-style-type: none"> City of Charlotte. Performance Report 2015 http://bit.ly/1WBB0mt 	Redesign of mission and objectives and design of KPIs
4	Reporting and data visualization	<ul style="list-style-type: none"> Lee, M. (2002). Intersectoral Differences in Public Affairs: The Duty of Public Reporting in Public Administration. <i>Journal of Public Affairs</i>, 2(2), 33-43. Yang, K., and M. Holzer. (2006). "The Performance-Trust Link: Implications for Performance Measurement. <i>Public Administration Review</i>, 66(1), 114-26. 	<ul style="list-style-type: none"> Lee Schiffel, C. G. F. M. (2009). Improvements in City Government Performance Reporting. <i>The Journal of Government Financial Management</i>, 58(2), 36-42 Schatteman, A. M. (2008). Is Public Performance Reporting Living up to its Expectations? A Bibliographic Essay. <i>Public Performance & Management Review</i>, 32(2), 309-327. 	<ul style="list-style-type: none"> City of Charlotte. Performance Report 2012 (Youtube video) http://bit.ly/1WBB0mt https://www.youtube.com/watch?v=5fmkQBV0T-XA Annual Performance Report State of Maryland 2016 http://www.dbm.maryland.gov/Documents/MFR_documents/MFR_Perf_Report2016.pdf 	Two options (i) In case the participants <u>have data to work with</u> , we will ask to design a report with a selection of the KPIs proposed in the previous week. (ii) In case participants <u>do not have data available to work with</u> , the assignment will be to judge a report from participant's agencies following the principles discussed in class.
5	Stakeholder analysis	<ul style="list-style-type: none"> Johnsen, Å. (2005). What does 25 years of experience tell us about the state of performance measurement in public policy and management? <i>Public Money and Management</i>, 25(1), 9-17. Byrson, J. M. (2004). What to do when stakeholders matter. <i>Public Management Review</i>, 6(1), 21-53. 	Brugha, R., & Varvasovszky, Z. (2000). Stakeholder analysis: a review. <i>Health Policy and Planning</i> , 15(3), 239-246	<ul style="list-style-type: none"> Defense Security Service. Stakeholder Report 2012 http://www.dss.mil/documents/pressroom/2012-DSS-Stakeholder-Report.pdf The U.S.-China Business Council. Government Affairs Report: Best Practices in Stakeholder Engagement https://www.uschina.org/sites/default/files/2014 	Stakeholder analysis of participants' projects

				%20USCBC%20Governm ent%20Affairs%20Stake holder%20Report 1.pdf	
6	Politics and citizens	<ul style="list-style-type: none"> • Ho, A. T. K. (2005). Accounting for the value of performance measurement from the perspective of Midwestern mayors. <i>Journal of Public Administration Research and Theory</i>, 16(2), 217-237. • Holzer, M., & Kloby, K. (2005). Public performance measurement: an assessment of the state-of-the-art and models for citizen participation. <i>International Journal of Productivity and Performance Management</i>, 54(7): 517-532. • Ho, A. T. (2007). Exploring the Roles of Citizens in Performance Measurement. <i>International Journal of Public Administration</i>, 30(11), 1157-1177. 	<ul style="list-style-type: none"> • Halachmi, A., & Holzer, M. (2010). Citizen Participation and Performance Measurement: Operationalizing Democracy through Better Accountability. <i>Public Administration Quarterly</i>, 34(3), 378-399. • Hawn, J & Siegel, R. (2006). Communicating Performance: Working with Bellevue's Residents to Develop Meaningful Measures. <i>Government Finance Review</i>, 22(3), 22-26. 	<ul style="list-style-type: none"> • The Civic Platform: Connecting the Public Sector to Citizens https://www.youtube.com/watch?v=qpmSgHOMEN0 http://www.civicdata.com/ 	Designing possible actions with the stakeholders described in the previous week
7	Creating a culture of performance management	<ul style="list-style-type: none"> • Ammons, D. N., & Rivenbark, W. C. (2008). Factors Influencing the Use of Performance Data to Improve Municipal Services: Evidence from the North Carolina Benchmarking Project. <i>Public Administration Review</i>, 68(2), 304-318. • Julnes, P. D. L., & Holzer, M. (2001). Promoting the utilization of performance measures in public organizations: An empirical study of factors affecting adoption and implementation. <i>Public Administration Review</i>, 61(6), 693-708. • Behn, R.D. (2002). The Psychological Barriers to Performance Management: Or Why Isn't Everyone Jumping on the Performance-Management Bandwagon? <i>Public Performance & Management Review</i>, 26(1), 5-25 	<ul style="list-style-type: none"> • Abrams, H. C., Moyer, P. H., & Dyer, K. S. (2013). A Participatory Approach to Generating Frontline Interest and Support for the Development of a Performance Indicators Report: The Case of Boston Emergency Medical Services' Response to Cardiac Arrests. <i>Public Performance & Management Review</i>, 36(4), 529-543. • Yetano, A. (2013). What Drives the Institutionalization of Performance Measurement and Management in Local Government? <i>Public Performance & Management Review</i>, 37(1), 59-86. 		Identification of organizational barriers to implement performance management

8	Turning data into action	<ul style="list-style-type: none"> • Silverman, Eli B., and Eterno, John A. (2010). The NYPD's Compstat: Compare Statistics or Compose Statistics? <i>International Journal of Police Science & Management</i>, 12(3), 426-449. • Kasdin, S. (2010). Reinventing Reforms: How to Improve Program Management Using Performance Measures. Really. <i>Public Budgeting & Finance</i>, 30(3): 51-78. • Van Thiel, S., & Leeuw, F. L. (2002). The performance paradox in the public sector. <i>Public Performance & Management Review</i>, 25(3), 267-281. • Useem, Greg. (2009). Moving from Reporting Performance Information to Using It. <i>Government Finance Review</i>, 25(2), 47-50. 	<ul style="list-style-type: none"> • Holzer, M., and Lee, S. (2004). Mastering public productivity and performance improvement from a productive management perspective. In M. Holzer, and S. Lee (Eds.), <i>Public Productivity Handbook</i> (2nd ed.) (pp. 1-16). New York: Marcel Dekker, Inc. • Wankhade, Paresh. (2011). Performance Measurement and the UK Emergency Ambulance Service: Unintended Consequences of the Ambulance Response Time Targets. <i>International Journal of Public Sector Management</i>, 24(5), 384-402. • Altmayer, C. (2006). Moving to Performance-Based Management. <i>Government Finance Review</i>, 22(3), 9-14. 		Final Report
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