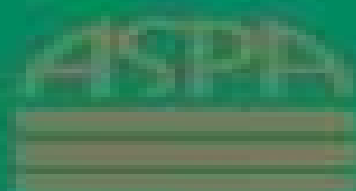


Public Sector Performance

Management,
Motivation, and
Measurement



Am. Soc. for Public Administration

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Edited by
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Public Sector Performance Management Motivation And Measurement

David N. Ammons



Public Sector Performance Management Motivation And Measurement:

Public Sector Performance Richard Kearney, 2018-03-05 Confronted with rising citizen discontent the Reinventing Government movement and new technological challenges public organizations everywhere are seeking means of improving their performance Their quest is not new rather the concern with improving the performance of government organizations has existed since the Scientific Management Movement Public Sector Performance brings together in a single volume the classic enduring principles and processes that have defined the field of public sector performance as written in the words of leading practitioners and scholars Taken as a whole this volume provides a performance compass for today's public managers helping them to reconstruct the public's confidence in and support of government Defined here as managing public organizations for outcomes performance is examined in all its varied dimensions organizing work managing workers measuring performance and overcoming resistance to performance enhancing innovations The selected articles are interesting thought provoking and instructive They are classics in that they have been widely cited in the scholarly literature and have enduring value to public managers who seek to understand the many dimensions of performance The book is organized into three sections Performance Foundations Performance Strategies and Performance Measurement Excerpts from additional selected articles feature special topics and wisdom from performance experts Managing Performance in the Public Sector Gerrit Van der Walddt, 2004 Monitoring and ensuring effective efficient and economic use of resources in the public sector is addressed in this critical analysis The importance of tracking performance for good governance is considered as are the benefits of designing a departmental and human performance management system Particular attention is paid to the difficult task of measuring worker performance in the public sector where a wide array of unquantifiable variables must be examined Various performance models such as the Excellence Foundation and the Balance Scorecard provide an invaluable resource of concepts considerations and challenges for improving public sector performance Organizational Assessment and Improvement in the Public Sector Kathleen M. Immordino, 2017-09-25 Calls for performance measures and metrics sound good but public sector organizations often lack the tools required to assess the organization as a whole and create true change In order to implement an integrated cycle of assessment planning and improvement government agencies at all levels need a usable framework for organizational assessment that speaks to their unique needs Organizational Assessment and Improvement in the Public Sector provides that framework an understanding of assessment itself and a methodology for assessment focused on the public sector The book introduces the concept of organizational assessment its importance and its significance in public sector organizations It addresses the organizational theory that underlies assessment including change management organizational and individual learning and organizational development Building on this the author focuses on the processes and demonstrates how the communication that results from an assessment process can create a widely accepted case for change She presents a model grounded in the Malcolm Baldrige National

Quality Program criteria but adapted for the culture of government organizations She also addresses the criteria that form the basis for assessment and implementation and provides examples and best practices Facing decreasing budgets and an increasing demand for services government agencies must increase their capabilities maximize their available fiscal and human resources and increase their effectiveness and efficiency They often operate in an atmosphere that prizes effectiveness but measures it in silos assigned to individual programs and a structure that encourages people to do more with less while systematically discouraging efficiency Stressing the significant and important differences between a business and a government this book supplies the knowledge and tools necessary to create a culture of assessment in government organizations at all levels

Performance Management in the Public Sector Wouter Van Dooren, Geert Bouckaert, John Halligan, 2015-02-19 In times of rising expectations and decreasing resources for the public sector performance management is high on the agenda Increasingly the value of the performance management systems themselves is under scrutiny with more attention being paid to the effectiveness of performance management in practice This new edition has been revised and updated to examine performance in the context of current public management debates including emerging discussions on the New Public Governance and neo Weberianism the many definitions of performance and how it has become one of the most contested agendas of public management the so called perverse effects of using performance indicators the technicalities of performance measurement in a five step process prioritising measurement indicator development data collection analysis and reporting and the future challenges and directions of performance management

Performance Management in the Public Sector 2nd edition offers an approachable insight into a complex theme for practitioners and public management students alike

Government Performance Management in China Bin Wu, 2019-07-30 This book explains the basic concepts of the performance management including the achievement of government goals management capacity administrative efficiency and policy effects Taking Hangzhou one of the largest cities in China as an example the book offers readers a new dimension through which the government can be understood and reformed performance Performance management has become an important component of public administration in China and its use is beneficial in evaluating performance and social benefit It also incentivizes civil servants to become more motivated and innovative prevents the development of a bureaucratic atmosphere and facilitates communication between the public sector and the people The book first introduces the concept of the performance management providing a detailed description of its history basic theories and its development It then discusses the evolution of the system from objective based responsibility system evaluation to vote for excellence its three basic areas performance management on the national local and municipal levels and its key components openness democracy accountability and performance This book allows readers to gain a deeper understanding of the importance of government performance management in China and its contribution to the modernization of state governance and political legitimacy

Organizational Assessment and Improvement in the Public Sector Workbook Kathleen M. Immordino, 2017-08-25

Public agencies at the federal state and local levels are realizing just how important it is to assess and improve their current performance and to convey information on their achievements and opportunities to staff leaders and decision makers as well as externally to constituents Organizational Assessment and Improvement in the Public Sector Workbook provides public administration practitioners at all levels of government with practical advice and tools they can use in planning and conducting an assessment of their organization and creating usable action plans for implementing the results This workbook addresses how to Determine whether an organizational assessment would benefit a particular organization Evaluate organizational readiness for assessment in terms of leadership support organizational priorities timing staff engagement time and energy and financial resources Select an assessment tool and method Influence decision makers and identify organizational champions Communicate effectively to internal and external constituents Engage employees in the process The book guides decision making about assessment by creating awareness of the available options and considerations and by providing a framework for discussions that will determine the right approach for an agency Each chapter consists of both information and tools including surveys exercises and worksheets which can be used by agencies at all levels to determine whether and how to conduct a meaningful organizational assessment and how to turn the results of that assessment into organizational improvements Designed specifically to meet the needs of government organizations using language and examples that illustrate the challenges and the realities of working in the public sector this workbook provides the tools to help practitioners do more with less and promote

Managing Performance Geert Bouckaert, John Halligan, 2007-12-20 Pt 1 Concepts approaches and explanations pt 2 Performance types pt 3 Comparative performance and evaluation pt 4 Appendices

Public Productivity Handbook Marc Holzer, Seok-Hwan Lee, 2019-02-13 Anyone hoping to improve teamwork performance and budgeting training and evaluation programs in their organization should look no further Completely revised Public Productivity Handbook Second Edition defines the role of leadership dimensions of employee commitment and multiple employee organization based relationships for effective internal and external connections It s coverage of new and systematic management approaches and well defined measurement systems provides guidance on correct utilization of human resources that ensure improvements in productivity and performance The authors discuss such topics as citizen driven government and performance public sector values and productivity privatization and productivity barriers in the public sector

Performance and Productivity in Public and Nonprofit Organizations Evan M. Berman, 2006

Performance Measurement and Performance Management Arie Halachmi, 2005

Public Management and Performance Richard M. Walker, George A. Boyne, Gene A. Brewer, 2010-09-09 Public services touch the majority of people in advanced and developing economies on a daily basis children require schooling the elderly need personal care and assistance rubbish needs collecting water must be safe to drink and the streets need policing In short there is practically no area of our lives that isn t touched in some way by public services As such knowledge about strategies

to improve their performance is central to the good of society In this book a group of leading scholars examine some of the most pressing issues in public administration political science and public policy by undertaking a systematic review of the research literature on public management and the performance of public agencies It is an important resource for public management researchers policy makers and practitioners who wish to understand the state of the field and the challenges that lie ahead

Monitoring Systems in Africa Caitlin Blaser Mapitsa, Catherine Churchill, 2023-12-08 Monitoring systems are essential to Africa's development effectiveness Too often however monitoring is a time consuming exercise that is done exclusively for compliance When developed with an understanding of the context within which they are implemented monitoring systems have the potential to provide an evidence base from which progress can be evaluated and informed decisions made The establishment implementation and institutionalisation of monitoring systems is a nuanced process shaped by the unique characteristics and culture of each organisation While how to guides on the subject are abundant their focus is often technical and they do not sufficiently consider how monitoring practice links to the context of governance and development in the region and what role monitoring systems can play to strengthen processes of reform Monitoring Systems in Africa balances a strong theoretical foundation in governance and development with a practical approach to asking some of the big picture questions about why and how we could more effectively build and institutionalise systems for useful monitoring Given the scale of resources already being invested in monitoring taking a systemic view and theoretically informed approach to monitoring can support decision making around compliance accountability development effectiveness and performance

Labor Relations in the Public Sector Richard C. Kearney, Patrice M. Mareschal, 2017-09-25 Since publication of the fourth edition of Labor Relations in the Public Sector public sector unions have encountered strong headwinds in many parts of the U S Membership is falling in some jurisdictions public opinion has shifted against the unions and political forces are leaning against them Retaining the structure that made the previous editions so popular this fifth edition incorporates a complete round of updates particularly sections on recent trends in membership figures new legislation and new politics as they influence bargaining rights See What's New in the Fifth Edition Up to date examination and analysis of public sector labor relations and collective bargaining Important changes in the public labor relations and unionization landscape Updated analysis of the financial and human resource outcomes of collective bargaining in the public sector Collective bargaining institutions and processes in government Completely updated in terms of the scholarly and professional literature and relevant events the new edition identifies and explains the implications of the new collective bargaining environment including financial and human resource management issues and outcomes As in previous editions collective bargaining and labor relations are addressed at all levels of government with comparisons to the private and nonprofit sectors Designed to be classroom friendly it includes discussions of the most recent literature and case studies as well as end of chapter assignments and quizzes Practical tips and advice are offered for those engaged in collective

bargaining and labor relations

Outcome-Based Performance Management in the Public Sector Elio

Borgonovi, Eugenio Anessi-Pessina, Carmine Bianchi, 2017-07-17 This book highlights the use of an outcome oriented view of performance to frame and assess the desirability of the effects produced by adopted policies so to allow governments not only to consider effects in the short but also the long run Furthermore it does not only focus on policy from the perspective of a single unit or institution but also under an inter institutional viewpoint This book features theoretical and empirical research on how public organizations have evolved their performance management systems toward outcome measures that may allow one to better deal with wicked problems Today wicked problems characterize most of governmental planning involving social issues These are complex policy problems underlying high risk and uncertainty and a high interdependency among variables affecting them Such problems cannot be clustered within the boundaries of a single organization or referred to specific administrative levels or ministries They are characterized by dynamic complexity involving multi level multi actor and multi sectoral challenges In the last decade a number of countries have started to develop new approaches that may enable to improve cohesion to effectively deal with wicked problems The chapters in this book showcase these approaches which encourage the adoption of more flexible and pervasive governmental systems to overcome such complex problems Outcome Based Performance Management in the Public Sector is divided into five parts Part 1 aims at shedding light on problems and issues implied in the design and implementation of outcome based performance management systems in the public sector Then Part 2 illustrates the experiences problems and evolving trends in three different countries Scotland USA and Italy towards the adoption of outcome based performance management systems in the public sector Such analyses are conducted at both the national and local government levels The third part of the book frames how outcome based performance management can enhance public governance and inter institutional coordination Part 4 deals with the illustration of challenges and results from different public sector domains Finally the book concludes in Part 5 as it examines innovative methods and tools that may support decision makers in dealing with the challenges of outcome based performance management in the public sector Though the book is specifically focused on a research target it will also be useful to practitioners and master students in public administration Public Administration Marc Holzer, Richard W.

Schwester, 2015-09-16 Marc Holzer and Richard W Schwester have written a fresh and highly engaging textbook for the introductory course in Public Administration Their coverage is both comprehensive and cutting edge including not only all the basic topics OT budgeting HRM but also reflecting new realities in public administration innovations in e government the importance of new technology changes in intergovernmental relations especially the emphasis on inter local and shared regional resources and public performance and accountability initiatives Public Administration has been crafted with student appeal in mind Each of the book s chapters is generously illustrated with cartoons quotes and artwork all reinforcing the book s theme that the field of public administration is rooted in the cultural and political world Each chapter is also

supported with a listing of key terms exercises and additional resources The textbook is supported by one of the most comprehensive and easy to use instructors manuals of any introductory text on the market today It contains full lesson plans with activities to accommodate a broad range of teaching and learning styles for each chapter PowerPoint decks for each chapter with visuals and links embedded 8 new long term project student presentation ideas an updated Quotes and Notables section with biographical information and media links for each chapter updated test questions with answer keys and updated terms and definitions for each chapter

Business Performance Measurement and Management Paolo Taticchi, 2010-01-22 Measuring and managing the performance of a business is one of the most genuine desires of management Balanced scorecard the performance prism and activity based management are the most popular frameworks in this setting Based on the findings of R G Eccles acclaimed Performance Measurement Manifesto 1991 this book introduces new contexts and themes of application and presents emerging research areas related to business performance measurement and management e g SMEs and sustainability As a result of the 1st International Summer School Piero Lunghi on Perspectives of Business Performance Management this book is written both for students and academics as well as for practitioners looking for new yet proven ways to measure and manage business performance

Improving Local Government Performance through Benchmarking David N. Ammons, 2025-05-12 Improving Local Government Performance through Benchmarking sets the record straight on benchmarking and its value for performance improvement in local government Benchmarking is a widely adopted public management reform of recent decades yet it is often misunderstood by city and county governments viewed too narrowly or underappreciated by managers elected officials and students of local government for its potential as a tool This book helps students of public administration and practitioners in local government municipal and county government executives department heads program managers and management analysts to better understand the two major types of benchmarking in use by local governments in the US and beyond metrics benchmarking and best practice benchmarking and the promise and limitations of each type as tools of performance improvement It lays out strategic decisions in the design and management of benchmarking projects and highlights common errors to avoid preparing managers and analysts for greater benchmarking success Written in an easy to read style this book will provide practical assistance to local government officials and students of public administration who aspire to become practitioners in the future

The Oxford Handbook of American Bureaucracy Robert F. Durant, 2012-08-02 One of the major dilemmas facing the administrative state in the United States today is discerning how best to harness for public purposes the dynamism of markets the passion and commitment of nonprofit and volunteer organizations and the public interest oriented expertise of the career civil service Researchers across a variety of disciplines fields and subfields have independently investigated aspects of the formidable challenges choices and opportunities this dilemma poses for governance democratic constitutionalism and theory building This literature is vast affords multiple and conflicting perspectives is methodologically diverse and is fragmented The Oxford Handbook of

American Bureaucracy affords readers an uncommon overview and integration of this eclectic body of knowledge as adduced by many of its most respected researchers Each of the chapters identifies major issues and trends critically takes stock of the state of knowledge and ponders where future research is most promising Unprecedented in scope methodological diversity scholarly viewpoint and substantive integration this volume is invaluable for assessing where the study of American bureaucracy stands at the end of the first decade of the 21st century and where leading scholars think it should go in the future The Oxford Handbooks of American Politics are a set of reference books offering authoritative and engaging critical overviews of the state of scholarship on American politics Each volume focuses on a particular aspect of the field The project is under the General Editorship of George C Edwards III and distinguished specialists in their respective fields edit each volume The Handbooks aim not just to report on the discipline but also to shape it as scholars critically assess the scholarship on a topic and propose directions in which it needs to move The series is an indispensable reference for anyone working in American politics General Editor for The Oxford Handbooks of American Politics George C Edwards III

Human Resource Management in the Public Sector Ronald J. Burke, Andrew Noblet, Cary L. Cooper, 2013-01-01 An impressive collection of authoritative treatments of major current and ongoing topics in public sector human resource management provided by both well established experts and up and coming scholars who are becoming leaders in the field A valuable resource for courses on the topic and an important reference for scholars and those seeking to maintain expert knowledge about it Hal G Rainey The University of Georgia US This insightful book presents current thinking and research evidence on the role of human resource management policies and practices in increasing service quality efficiency and organizational effectiveness in the public sector Internationally public sector organisations face enormous challenges including increasingly uncertain political and economic environments more vigilant and cost conscious governments rapidly evolving community needs and an ageing workforce This collection examines a range of HRM related topics that will influence the capacity of public sector agencies to negotiate and respond to the challenges ahead These topics include managing public sector human resources during an economic downturn enhancing the satisfaction and motivation of public sector employees attracting and retaining talent leadership development and case studies in successful public sector organizational change With each chapter drawing on the latest research but also emphasizing the practical implications this collection is suitable for practitioners researchers and students alike It will also be valuable for HR specialists and managers of HR units in the public sector *Handbook on Performance Management in the Public Sector* Deborah

Blackman, 2021-05-28 This timely Handbook examines performance management research specific to the public sector and its contexts and provides suggestions for future developments in the field It demonstrates the need for performance management to be reconceptualized as a core component of business both within and across organizations and how it must be embedded in both strategic decision making and as a day to day leadership and management practice in order to be

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