

Public Sector Performance

*Management,
Motivation, and
Measurement*



An ASPA Classics Volume

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Richard C. Kearney
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Public Sector Performance Management Motivation And Measurement

Richard Kearney



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

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 **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 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 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

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

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 **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 Service Performance* George A. Boyne,2006-11-23 Publisher description **Performance Measurement and Performance Management** Arie Halachmi,2005 **Encyclopedia of Public Administration and Public Policy - 5 Volume Set** Domonic A. Bearfield,Evan Berman,Melvin J. Dubnick,2020-08-14 Now in its third edition Encyclopedia of Public Administration and Public Policy remains the definitive source for article length presentations spanning the fields of public administration and public policy It includes entries for Budgeting Bureaucracy Conflict resolution Countries and regions Court administration Gender issues Health care Human resource management Law Local government Methods Organization Performance Policy areas Policy making process Procurement State government Theories This revamped five volume edition is a reconceptualization of the first edition by Jack Rabin It incorporates over 225 new entries and over 100 revisions including a range of contributions and updates from the renowned academic and practitioner leaders of today as well as the next generation of top scholars The entries address topics in clear and coherent language and include references to additional sources for further study **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

The Government Analytics Handbook Daniel Rogger,Christian Schuster,2023-10-27 The Government Analytics Handbook presents frontier evidence and practitioner insights on how to leverage data to strengthen public administration Covering a range of microdata sources such as administrative data and public servant surveys as well as tools and resources for undertaking the analytics it transforms the ability of governments to take a data informed approach to diagnose and improve how public organizations work Readers can order the book as a single volume in print or digital formats or visit worldbank.org/governmentanalytics for modular access and additional hands on tools The Handbook is a must have for practitioners policy makers academics and government agencies Governments have long been assessed using aggregate governance indicators giving us little insight into their diversity and how they can practically be improved This pioneering handbook shows how microdata can be used to give scholars and practitioners granular and real insights into how states work and practical guidance on the process of state building Francis Fukuyama Stanford University author of State Building Governance and World Order in the 21st Century The Government Analytics Handbook is the most comprehensive work on practically building government administration I have ever seen helping practitioners to change public administration for the better Francisco Gaetani Special Secretary for State Transformation Government of Brazil The machinery of the state is central to a country s prosperity This handbook provides insights and methodological tools for creating a better shared understanding of the realities of a state to support the redesign of institutions and improve the quality of public administration James Robinson University of Chicago coauthor of Why Nations Fail

Labor Relations in the Public Sector Patrice M. Mareschal,Richard C. Kearney,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

Key Performance Indicators Emanuel Camilleri, 2024-03-29 Key performance indicators KPIs are widely used across organisations But are they fully understood in how they can properly shape improve or even undermine organisational systems and outcomes This book presents a framework and tools for measuring and managing performance at various levels within an organisation and helps managers re think the ways KPIs can be implemented to meet organisational goals Innovative performance measurement and management is a vital function within any organisation irrespective of its size and industry Measuring and managing performance whether on an individual team or departmental basis assists management in calibrating their established strategic goals by providing an insight into how well their employees and the organisation are doing and identifying areas of concern for rectification and improvement This book focuses on the practicality of performance management tools for example Performance Analytics Performance Reporting Critical Success Factors Balanced Scorecard Benchmarking Six Sigma Business Excellence Models Enterprise Risk Management and illustrates their use and the changing nature of how organisational performance will be evaluated in the future This includes the application of Artificial Intelligence as an important trend in performance measurement and management This book provides a universal framework for implementing a performance measurement and management system that is applicable to both the private and public sectors It is particularly relevant to HR and operational managers and organisational leaders and public administrators at all levels

Towards the Local Government's Integrated Accountability Framework Habib Muhammad Shahib, 2021-01-29 This book shows the growing phenomenon and the broad impact of socio environmental conflicts in the grassroots communities farmers fishermen and urban poor in Indonesia as the effects of government's development strategies based on neoliberal and New Public Management NPM views without a clear accountability system or socio environmental accountability practices and reports are becoming apparent Inspired by the emancipatory socio environmental accounting discourse which focuses on the socio local context in developing alternative

models of accountability based on local views and people's aspirations this book uses research methodology based on the principles put forth by Indonesian national hero and critical scholar Tan Malaka to develop a framework of integrated accountability for the local government This book fills the present gap in English publications that analyse the intents and outcomes of the public management reforms in Indonesia with regard to socio environmental issues as a basis for further research at the international level as well as policymaking in Indonesia As the Indonesian government has recently undertaken key structural and accounting reforms in the public sector this book is a timely and valuable read for graduate students researchers and policymakers

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

Measuring Prison Performance Gerald G. Gaes, Scott D. Camp, Julianne B. Nelson, William G. Saylor, 2004-09-14 Gaes and his distinguished coauthors offer a comprehensive analysis of public versus private management of prisons a competition that originated in the 1980s with the introduction of private facilities into the criminal justice system The authors argue that prison performance must be measured in reference to the goals of a particular prison system and introduce the technique of multilevel modeling to allow for simultaneous measurement of the individual and the institution They also show how their analytic framework can be applied to other criminal justice components _prosecution adjudication postrelease supervision policing_ and to evaluating the privatization of almost any publicly administered service They contend that the ability to meaningfully compare public and private prisons can better inform penal policy and improve prison performance and accountability This book will be a valuable resource for public administrators and policy analysts corrections personnel and criminologists

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