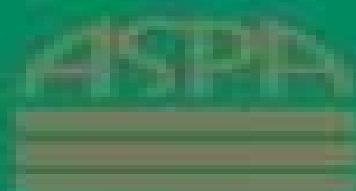


Public Sector Performance

Management,
Motivation, and
Measurement



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Edited by
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Public Sector Performance Management Motivation And Measurement

Geert Bouckaert, John Halligan



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

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

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

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

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 **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,Carminé 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

Performance Measurement and Performance Management Arie Halachmi,2005 **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 **Performance Management in the Public Sector** Wouter Van Dooren,Geert Bouckaert,Professor of Public Management Director of Public Management Center and Academic Secretary of the Faculty of Social Sciences Geert Bouckaert,John Halligan,2010-06-10 Tackling the key topics of reform and modernization this important new book systematically examines performance in public management systems The authors present this seminal subject in an informative and accessible manner tackling some of the most important themes Performance Management in the Public Sector takes as its point of departure a broad definition of performance to redefine major and basic mechanisms in public administration both theoretically and in practice The book situates performance in some of the current public management debates discusses the many definitions of performance and how it has become one of the contested agendas of public management examines measurement incorporation and use of performance information and explores the challenges and future directions of performance management A must read for any student or practitioner of public management this core text will prove invaluable to anyone wanting to improve their understanding of performance management in the public sector **Performance and Productivity in Public and Nonprofit Organizations** Evan M.

Berman,2014-12-18 The revised edition of this accessible text provides a balanced assessment and overview of state of the art organizational and performance productivity strategies Public and nonprofit organizations face demands for increased productivity and responsiveness and this practical guide offers strategies based on current research and scholarship that respond to these challenges The book s comprehensive coverage includes rationale for productivity and performance improvement evolution of productivity improvement the quality paradigm customer service information technology traditional approaches to productivity improvement re engineering and restructuring partnering and privatization psychological contracts and community based strategies In addition to updating the examples of the first edition this new edition also highlights the growing use of enterprise funds partnership models of privatization and web based service delivery Each chapter concludes with a useful summary and all new application exercises Managing for Public Service Performance Peter Leisink,Lotte B. Andersen,Christian B. Jacobsen,Wouter Vandenabeele,2021 Through a comparative overview of public administration performance in twenty eight EU member states this book takes a critical multidisciplinary approach to address how management can make a meaningful contribution to the performance of public services

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

Public Administration Marc Holzer, Richard W. Schweser, 2015-09-16 Marc Holzer and Richard W. Schweser 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

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