

Public Management & Administration Illustrated

Vol. I: English
(A Volume in a Multi-Lingual Collection of Diagrams)

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School of Public Affairs and Administration
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Published in partnership with

Division for Public Administration and Development Management
Department of Economic and Social Affairs, United Nations



and

The American Society for Public Administration



Public Management & Administration Illustrated (2008)
Vol. I: English (A Volume in a Multi-Lingual Collection of Diagrams)
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Printed in the United States of America
ISBN: 0-942942-07-8

Production Editor: Paula Neves

Acknowledgement

The editors thank Seung-Yong Rho, Ph.D., for the initial groundwork for this project.

Notes

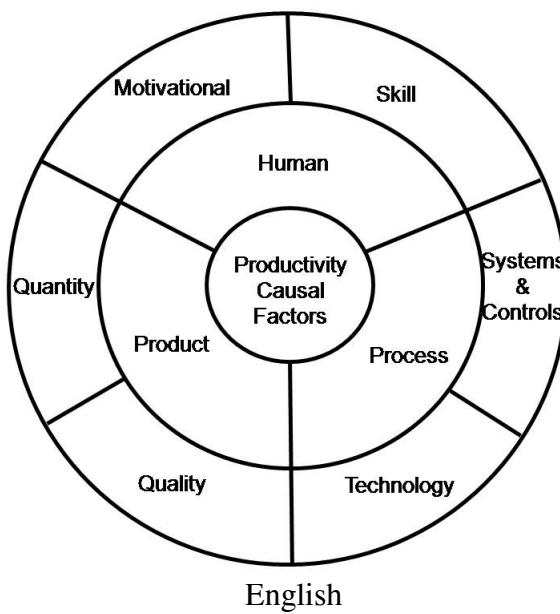
Many of the diagrams in this book are from *Public Performance and Management Review* (formally known as *Public Productivity Review*). Full text of archived articles may be obtained by registering for free at the Public Performance Measurement and Reporting Network (www.ppmrn.net), and then accessing the JSTOR link.

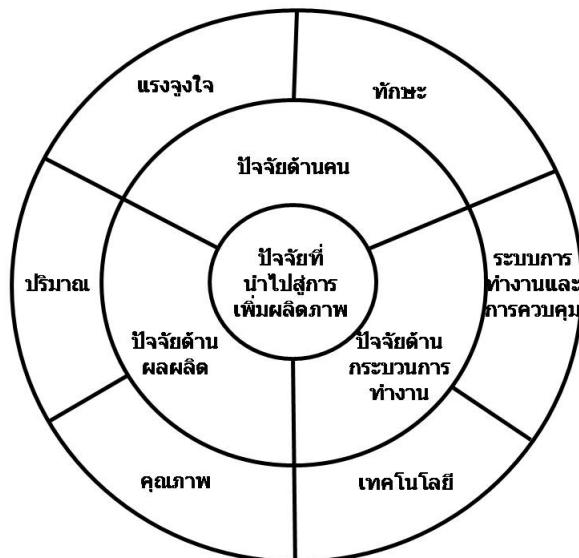
Many other diagrams are from *Public Administration Review*, the official journal of the American Society for Public Administration. They are reproduced with the permission of the Society. This journal can be accessed by becoming a member of the American Society for Public Administration (www.aspanet.org/source/members/cmemberinsert.cfm).

If you have additional diagrams that you would like to contribute to this series, please send them with a short consent note to: pubadmin@andromeda.rutgers.edu

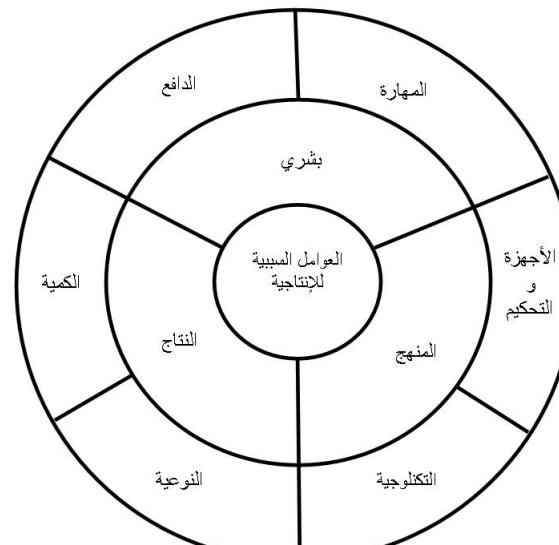
Permission for translation will be granted by the editors for the translation of this volume into languages other than English. All translations will be made available electronically on the websites of the United Nations Online Network in Public Administration and Finance (www.unpan.org), the American Society for Public Administration (www.aspanet.org), and the School of Public Affairs and Administration at Rutgers University–Newark (<http://spaa.newark.rutgers.edu>). The editors will provide the master file containing every diagram in PowerPoint format, as well as instructions for translation into other languages. Typical examples are shown in the following pages.

Causal Factors Affecting Productivity Change

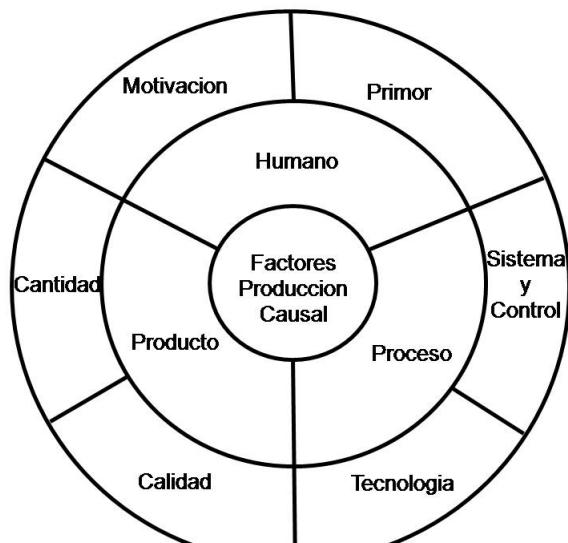




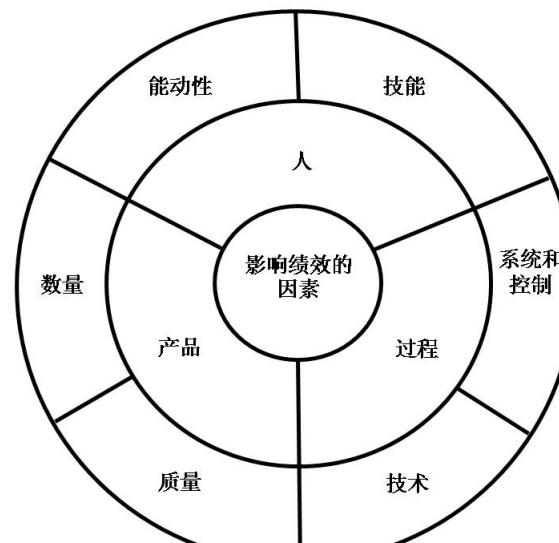
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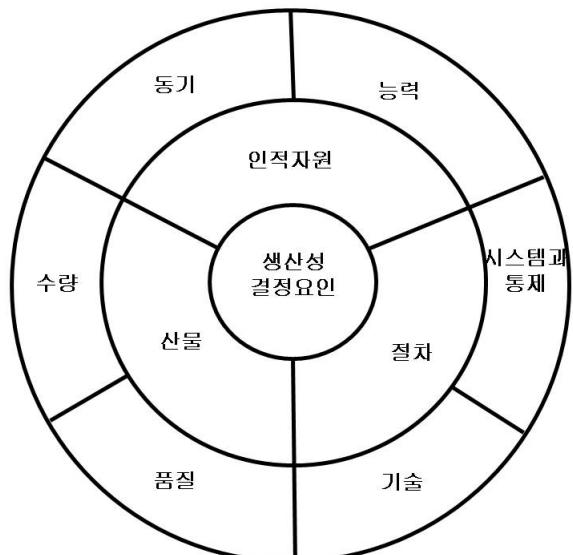
Arabic



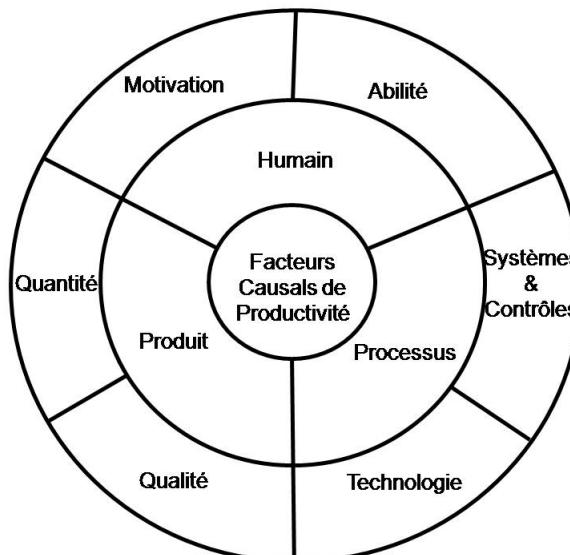
Spanish



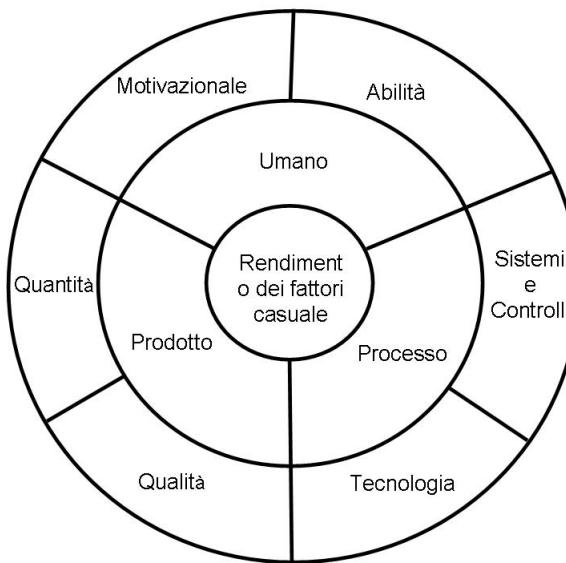
Chinese



Korean



French



Italian



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INTRODUCTION

Visual support enables insightful ideas to leap over language barriers. This volume of *Public Management and Administration Illustrated* will be translated into several languages in order to make the ideas contained in these illustrations available to a large public. Diagrams reproduced in this volume communicate the main ideas in several fields of public administration. Those diagrams are organized into six chapters: *Systems and Environment of the Public Sector*, *Developing Human Resources*, *Adapting Technologies*, *Building Partnerships*, *Measuring for Performance*, and *Improving Public Performance*. Some of the diagrams were constructed by students attending seminars at the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark. Many more come from issues of *Public Performance and Management Review*. The American Society for Public Administration (ASPA) collaborated by granting permission to reproduce diagrams published in *Public Administration Review*. The archives of the School of Public Affairs and Administration at Rutgers University–Newark provided the remainder of the volume. We received permission to reproduce all of the diagrams contained in the following pages.

In order to facilitate translations, text has been kept to a minimum. The diagrams speak for themselves.

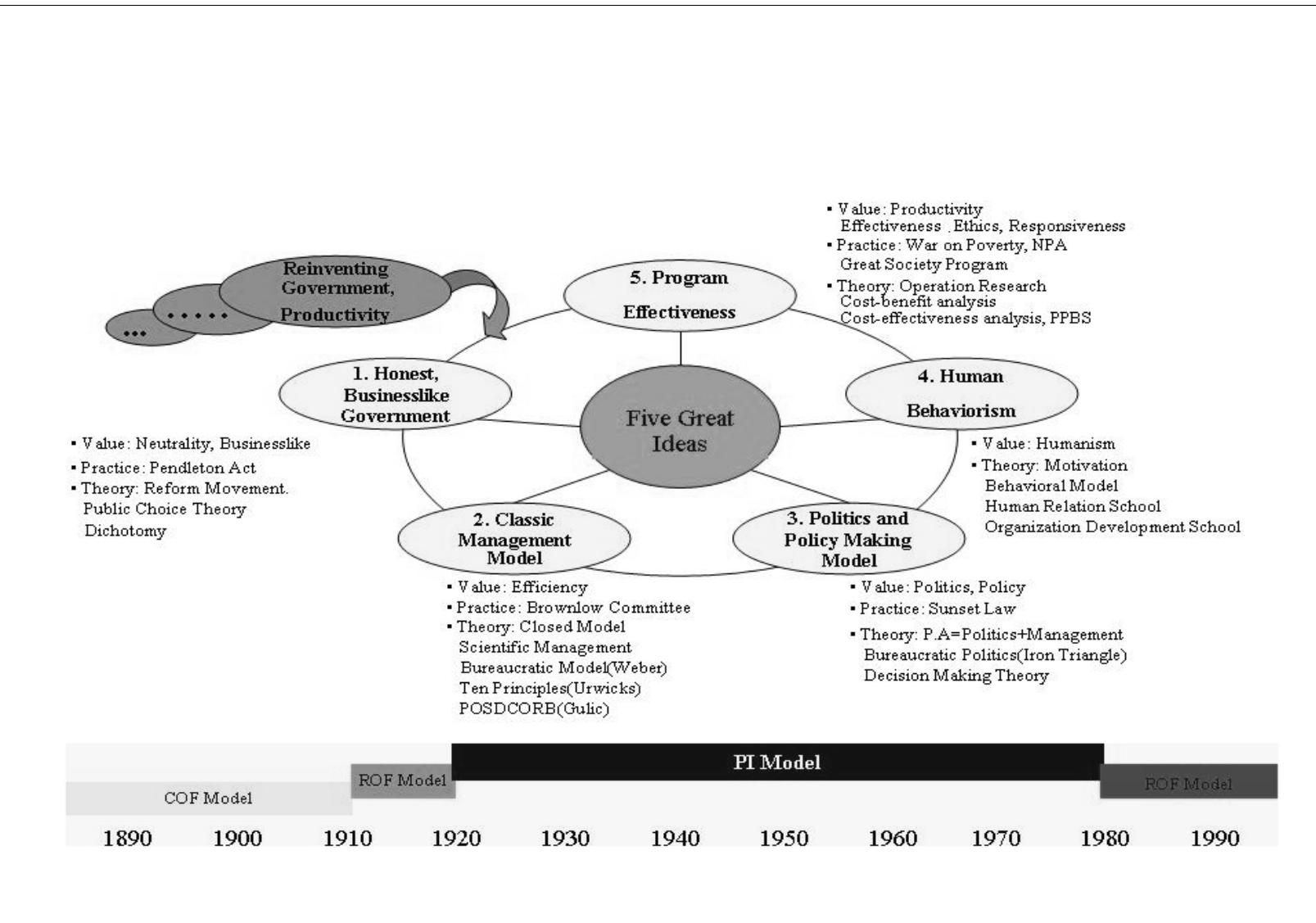
CHAPTER 1 Systems and Environment of the Public Sector

Public sector organizations operate in much different environments than their counterparts in the private sector. There are no clear signals such as *prices* to base decisions on, or a clear bottom-line such as *profitability*. The time frame for decisions is longer than that for corporations; decisions are seldom taken in a boardroom overnight. Because government represents and serves every one of us, it must be accountable to more than its immediate decision makers. Stakeholders--citizens, citizen groups, corporations, NGOs, interest groups, political parties, other public agencies, and other branches of government--all hold public agencies accountable. Multiple actors evaluate performance on multiple criteria. Political and legal oversight might at anytime negate a decision that required months or even years of consensual maneuvers to achieve.

Public sector organizations are in a world where costs may be imprecise, and benefits are distant and uncertain. To complicate matters, their operations often have built-in rigidities. Public sector employees typically cannot be fired at will, or hired because of personal relationships. Values and laws complicate decisions that otherwise might be taken on one or two manageable criteria. Public agencies effectively tackle and curb problems that are not well understood; do so in an efficient manner even though there is no profit to be made; operate in an equitable manner that also *appears* to be equitable to all groups; respect due process; and deal with media that overstates perceived government failures and frequently fails to celebrate genuine successes.

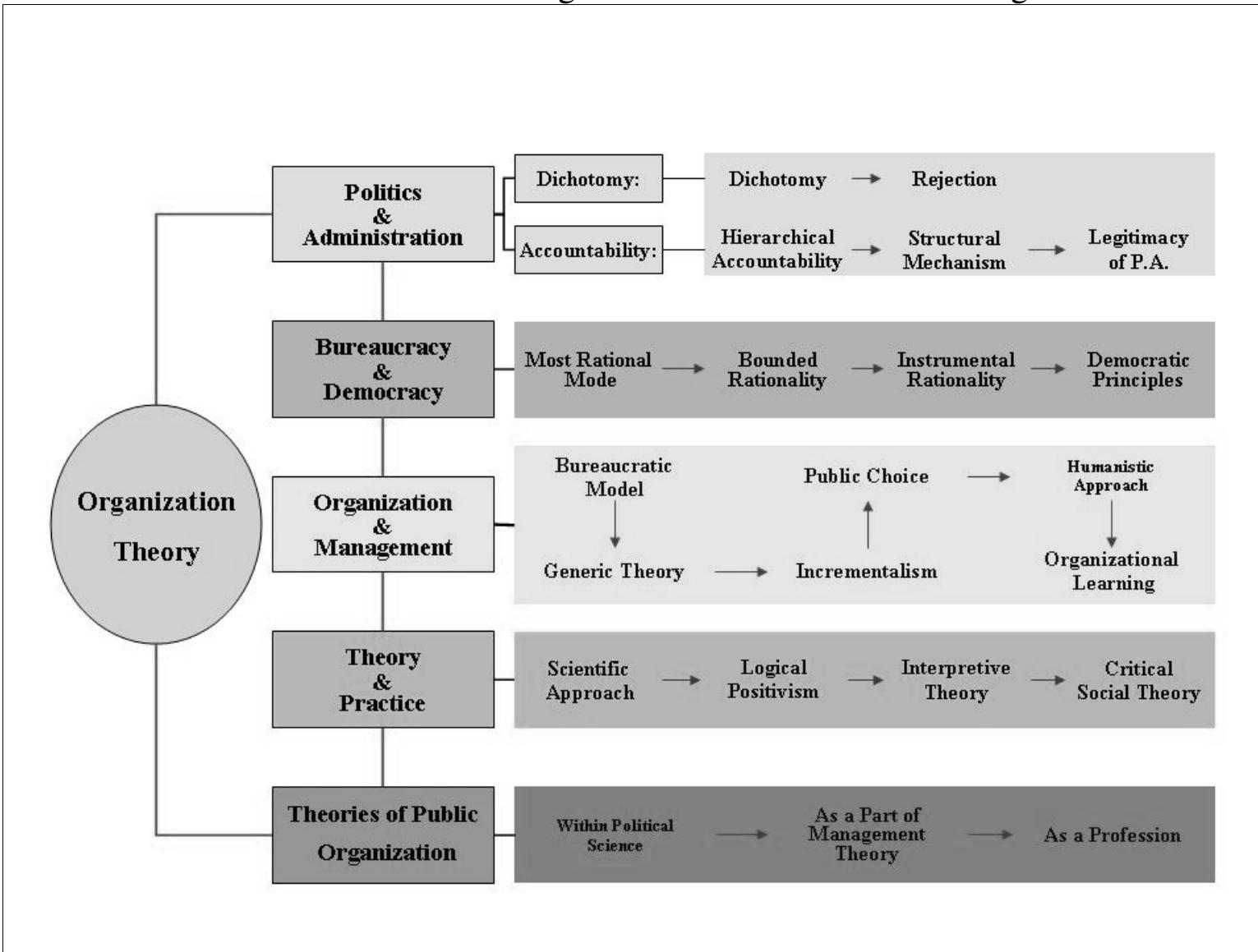
This chapter contains a wide array of topics. First, the origins of public administration as a discipline will be covered. The evolution of public administration theories is presented, moving from the old concept separation (or dichotomy) of politics and administration to a contemporary, more complex model. Many diagrams illustrate the decision-making frameworks and processes of public sector organizations. The central idea in this chapter is “complexity.”

Five Great Ideas in Public Administration



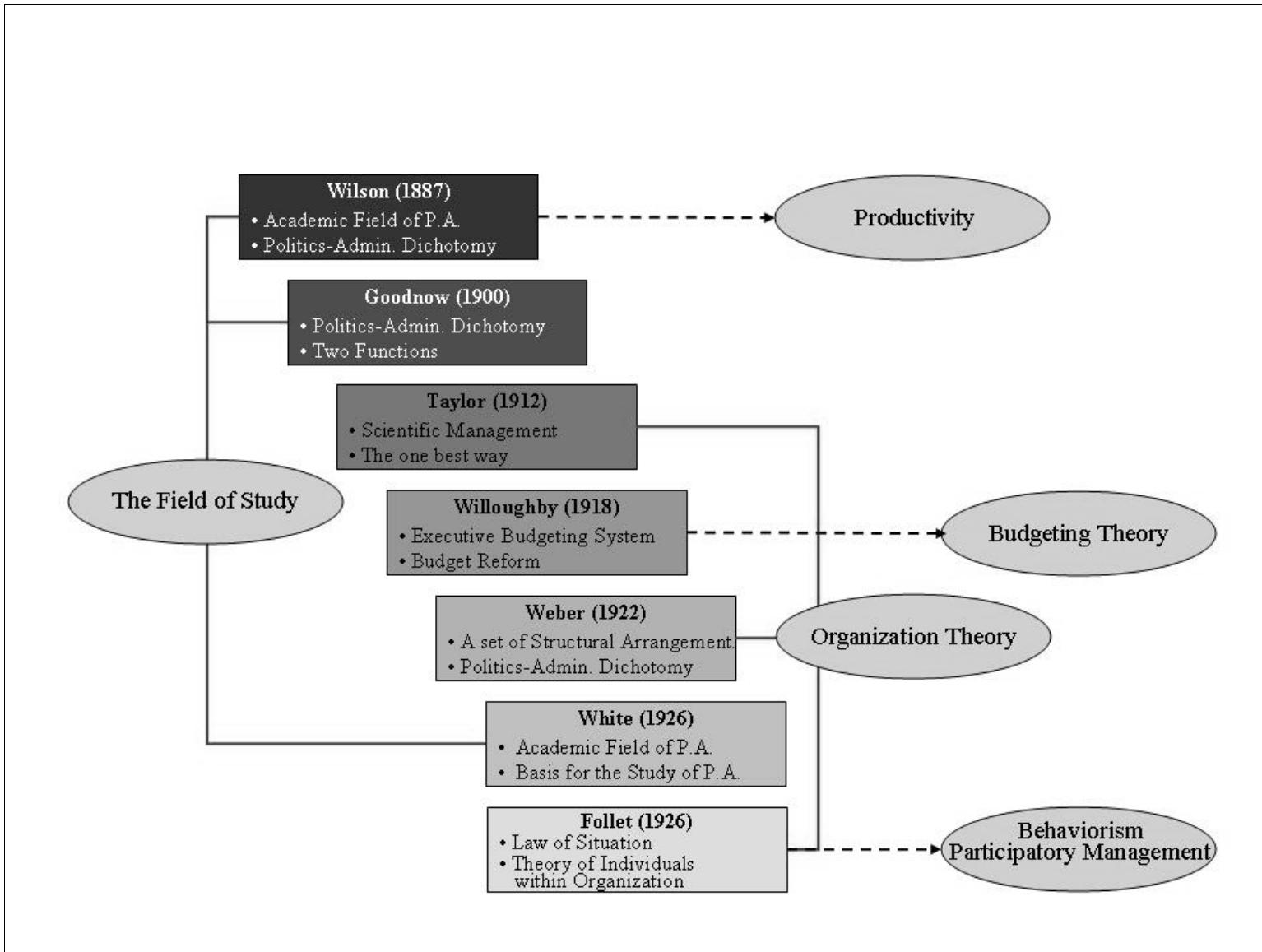
LEE, S.H. (2004). School of Public Affairs and Administration, Rutgers University–Newark
 from HOLZER, M. and V. Gabrielian (1997). "Five Great Ideas in Public Administration." Handbook of Public Administration, Second Edition: 49-101.

Classic Theories of Organizations and Decision Making



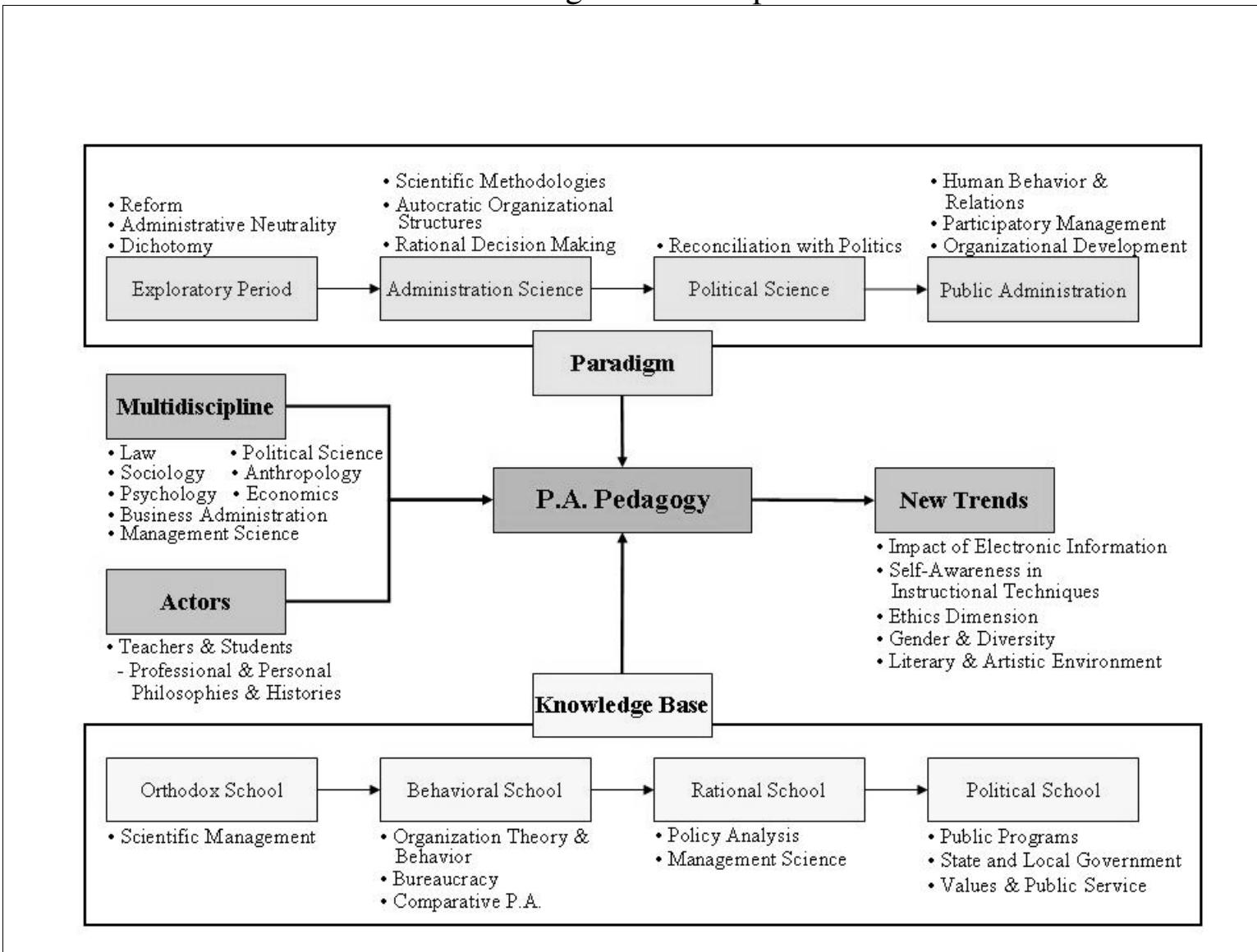
LEE, S.H. (2004). School of Public Affairs and Administration, Rutgers University–Newark.

Classics of Public Administration



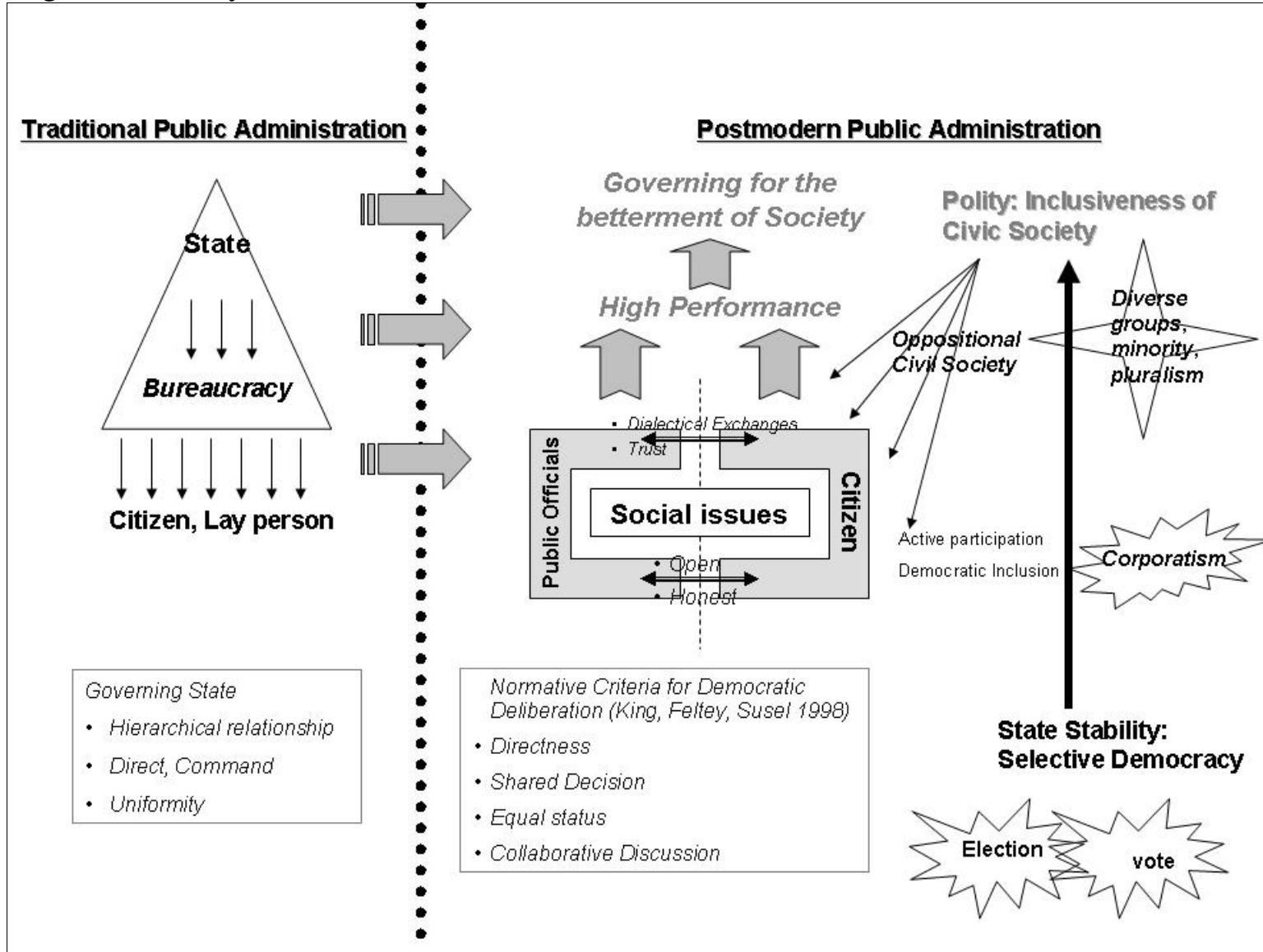
LEE, S.H. (2004). School of Public Affairs and Administration, Rutgers University–Newark.

New Paradigms and Perspectives



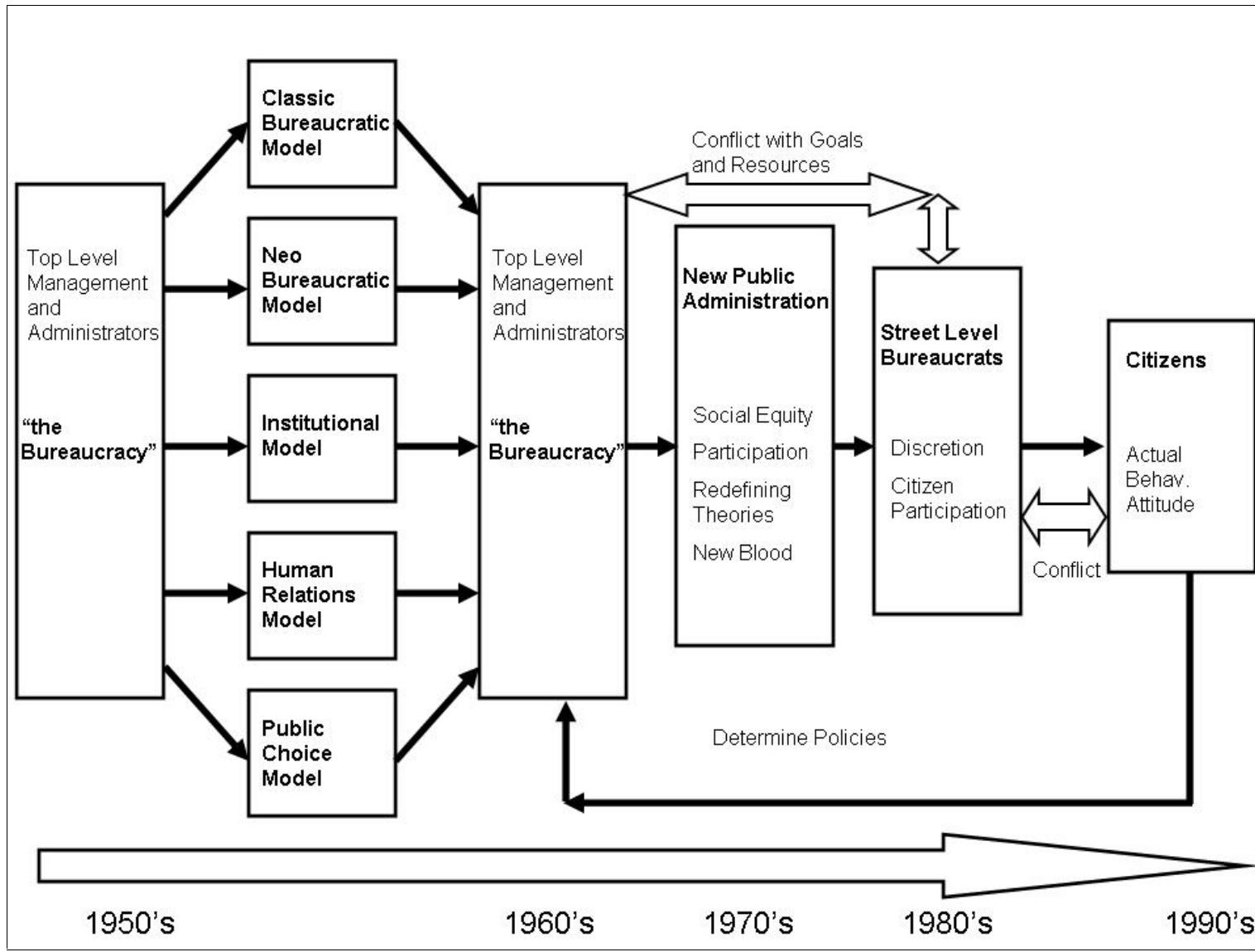
LEE, S.H. (2004). School of Public Affairs and Administration, Rutgers University–Newark.

Crossing the Boundary between Traditional Public Administration and Postmodern Public Administration



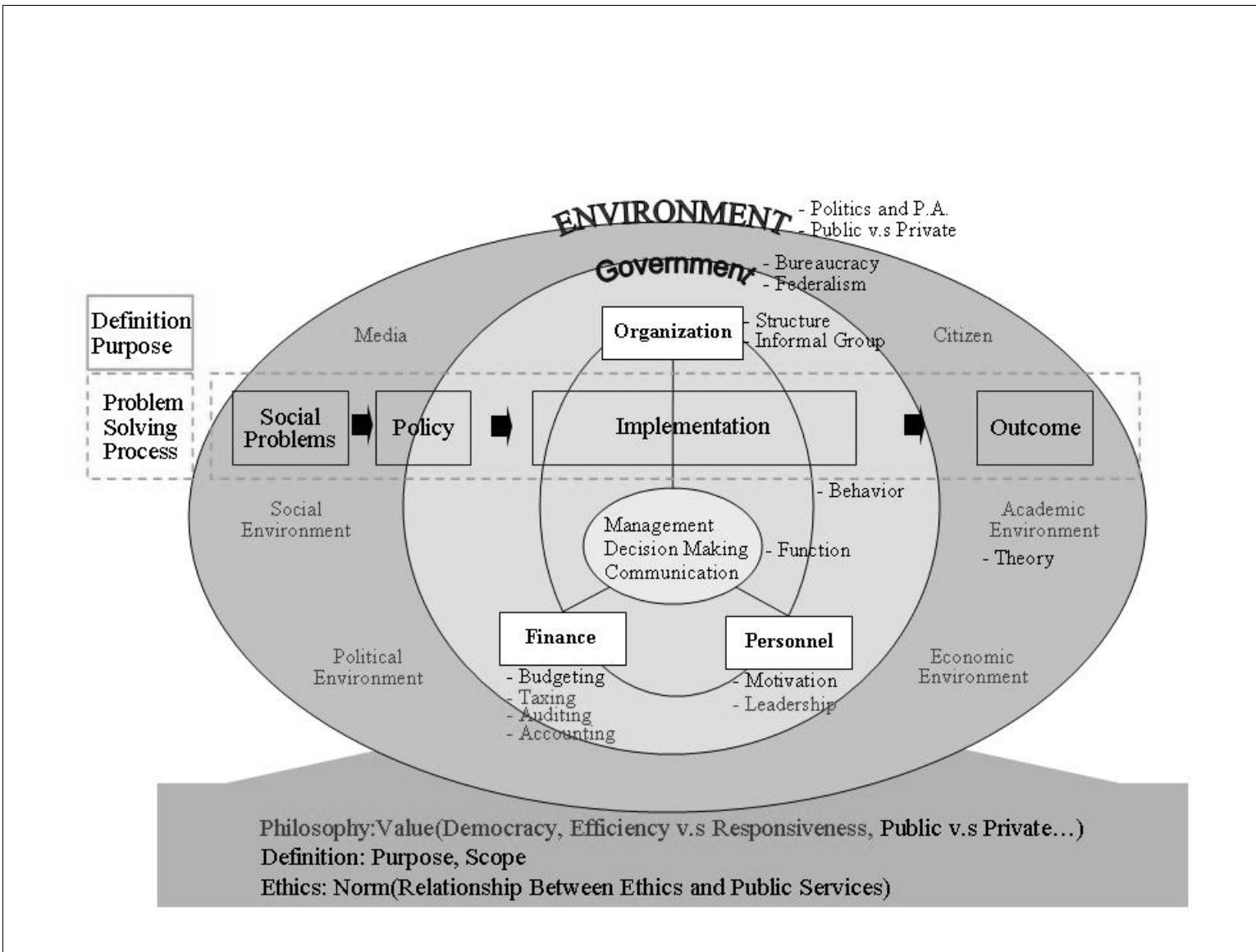
KRUEATHEP, W. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Evolution of Bureaucratic Models



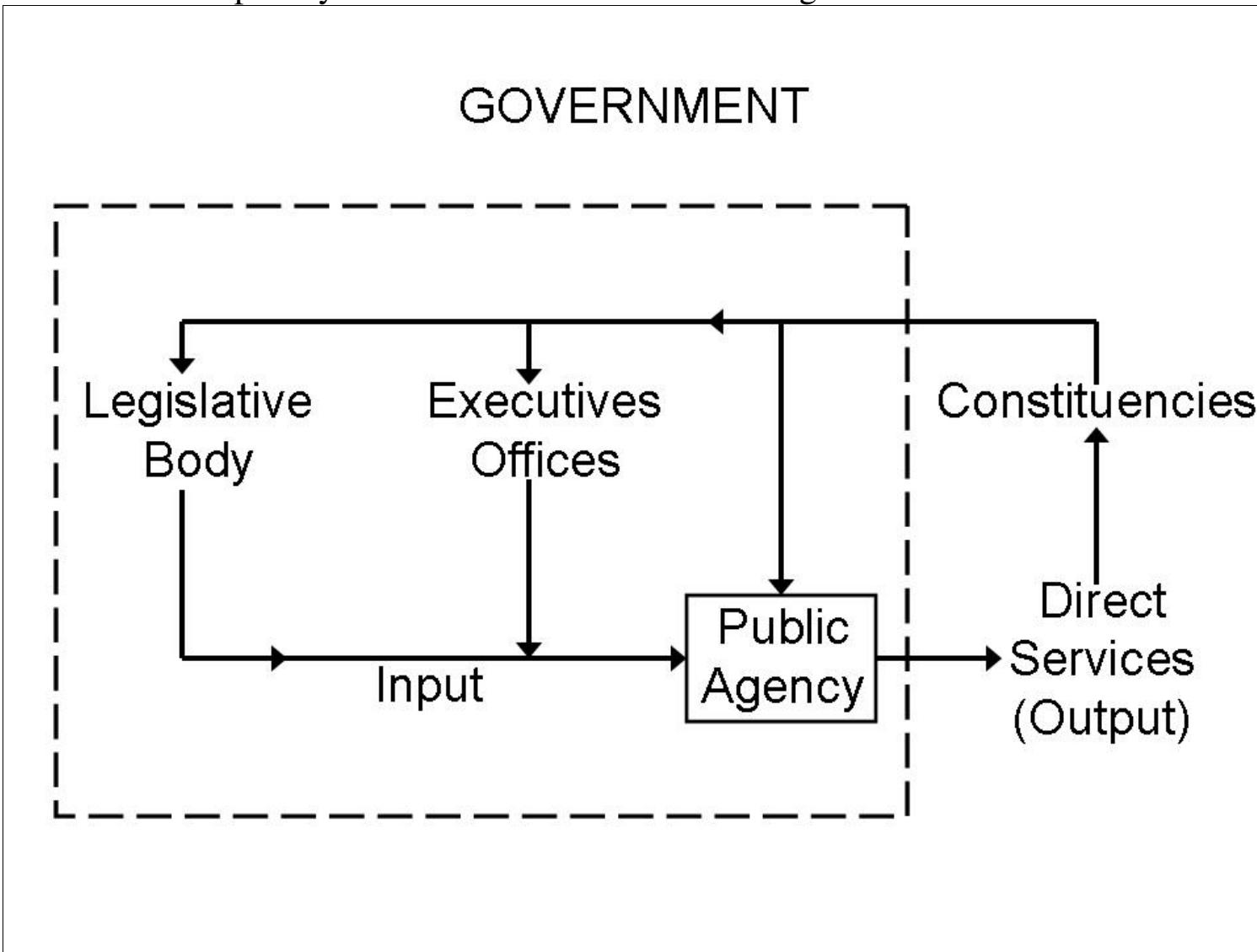
GREEN, M. (1998). School of Public Affairs and Administration, Rutgers University–Newark.

The Framework for Public Administration



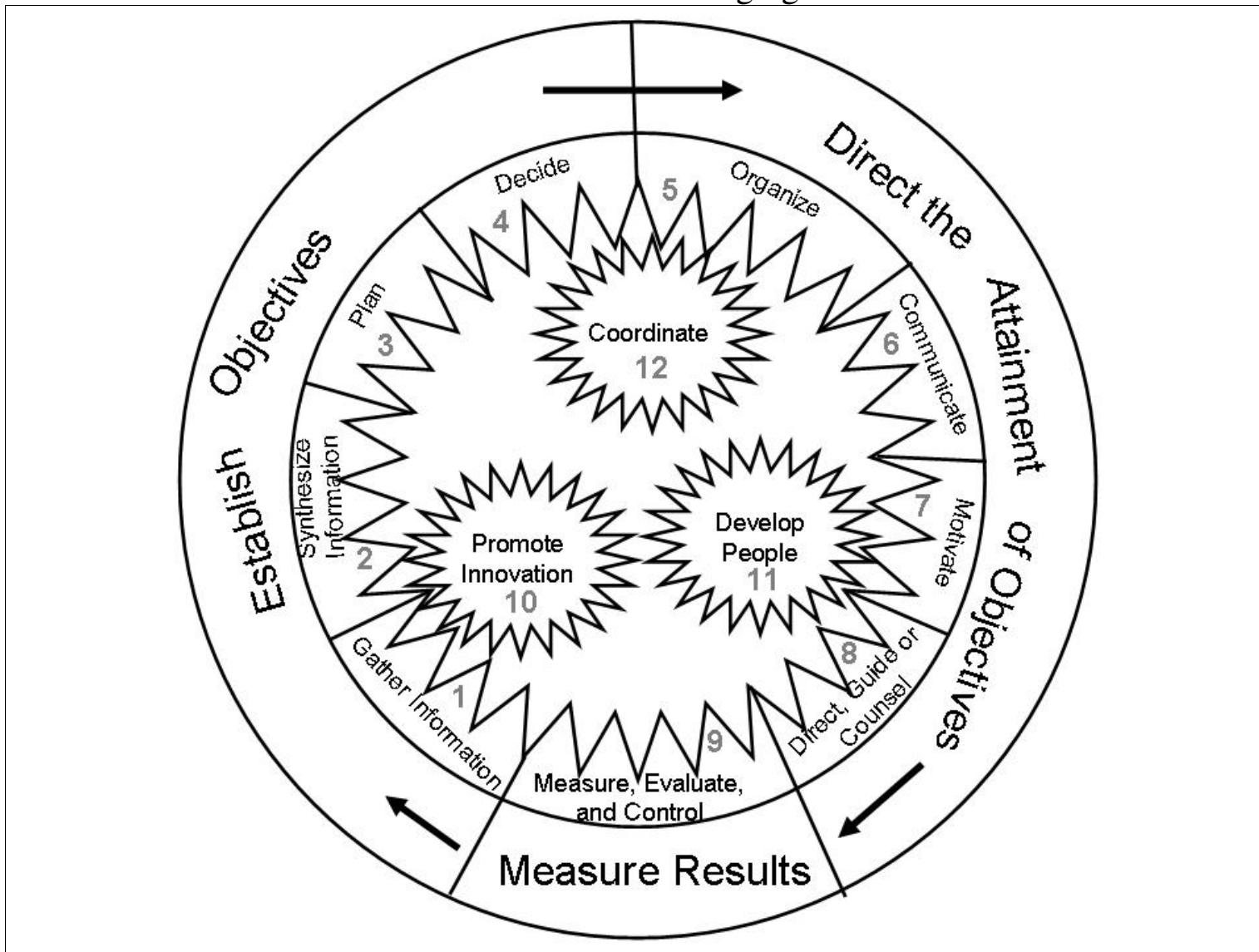
LEE, S.H. (2004). School of Public Affairs and Administration, Rutgers University–Newark.

The Open-Systems Nature of Government Organizational Processes



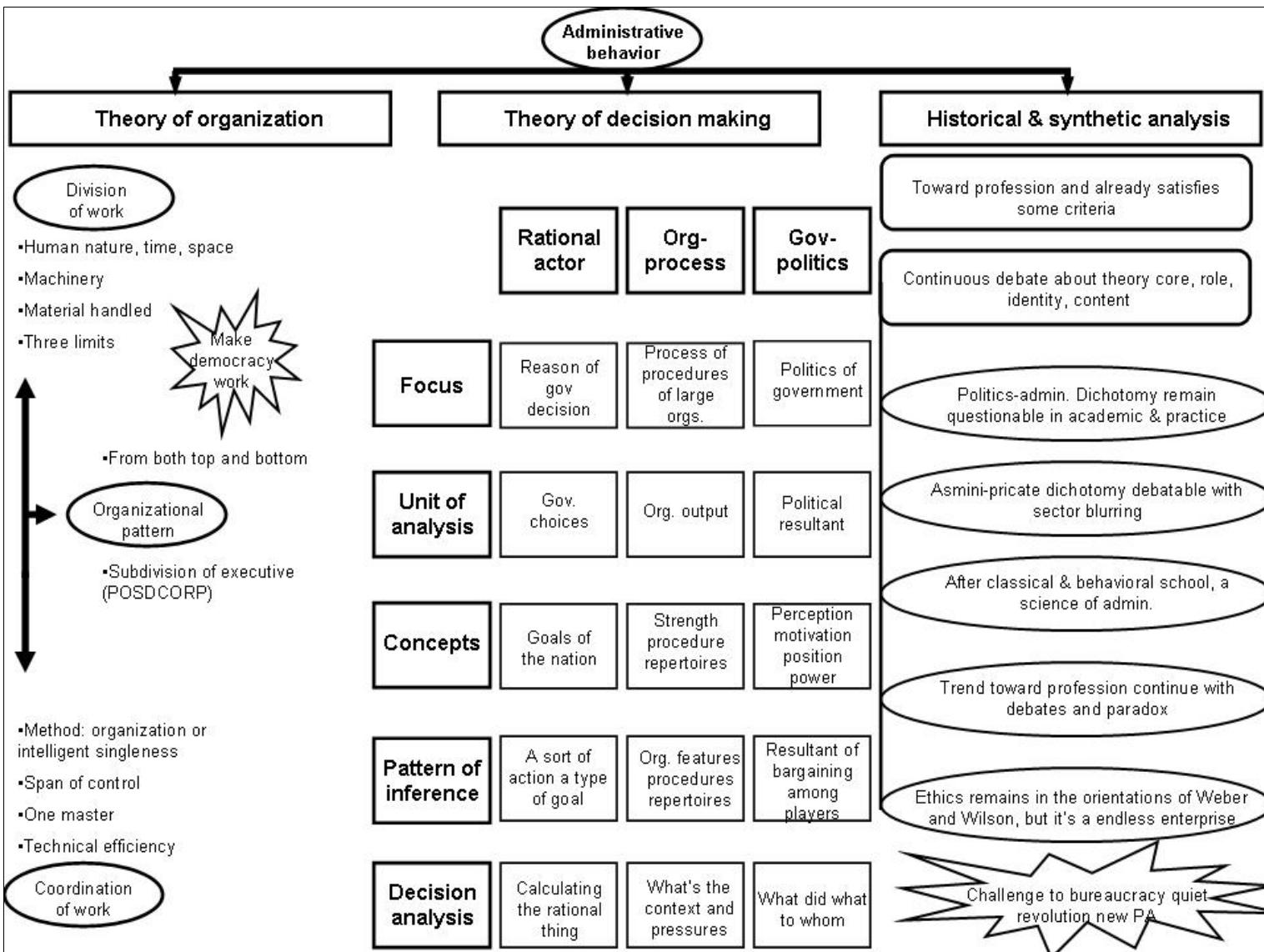
BALK, W.L. (1975). Improving Government Productivity: Some Policy Perspectives. Beverly Hills, CA: Sage Publications, 70p.

Elements of Managing



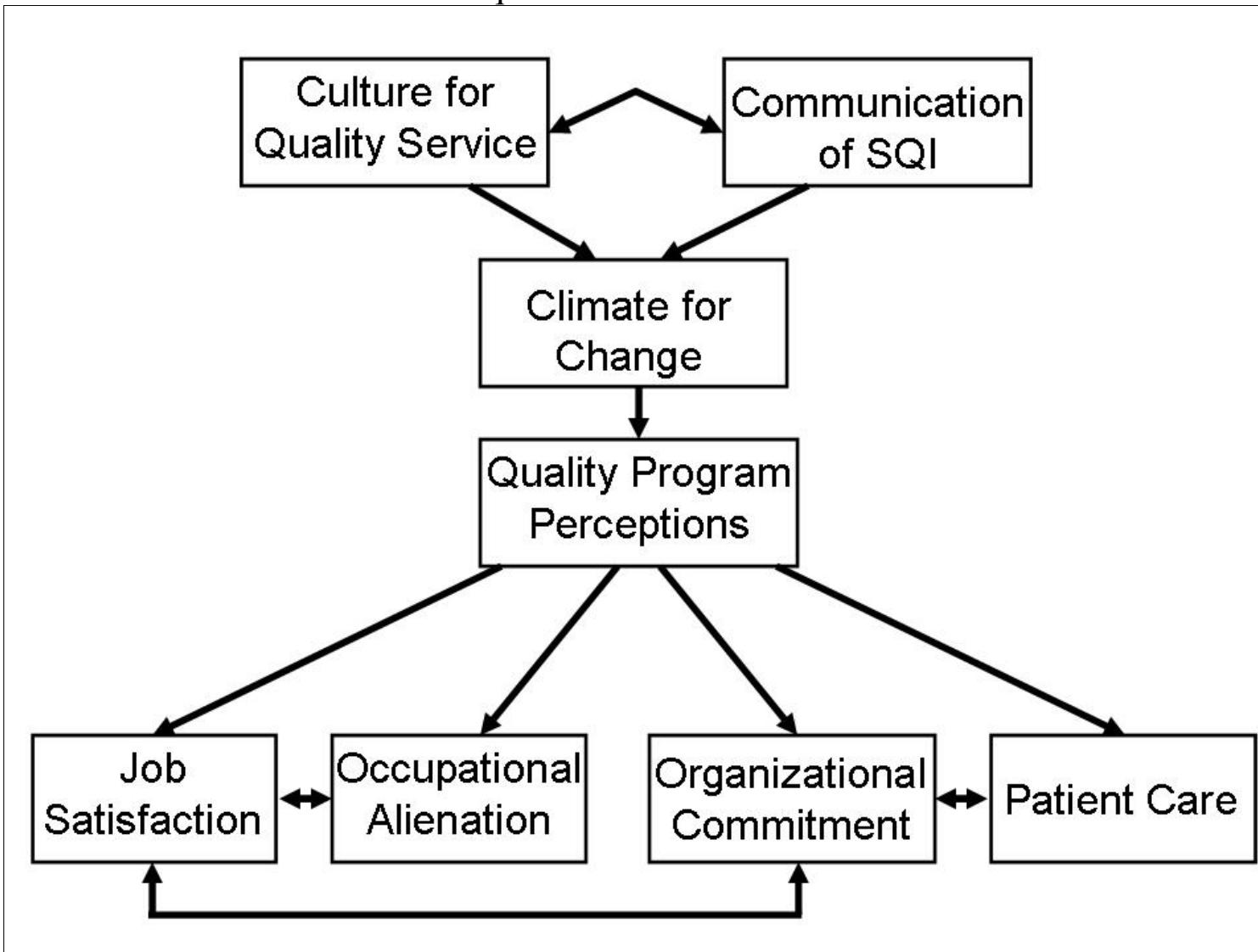
DAVID, P. (1971). Management Skills. Prepared by the National Center for Public Productivity.

Administrative Behavior



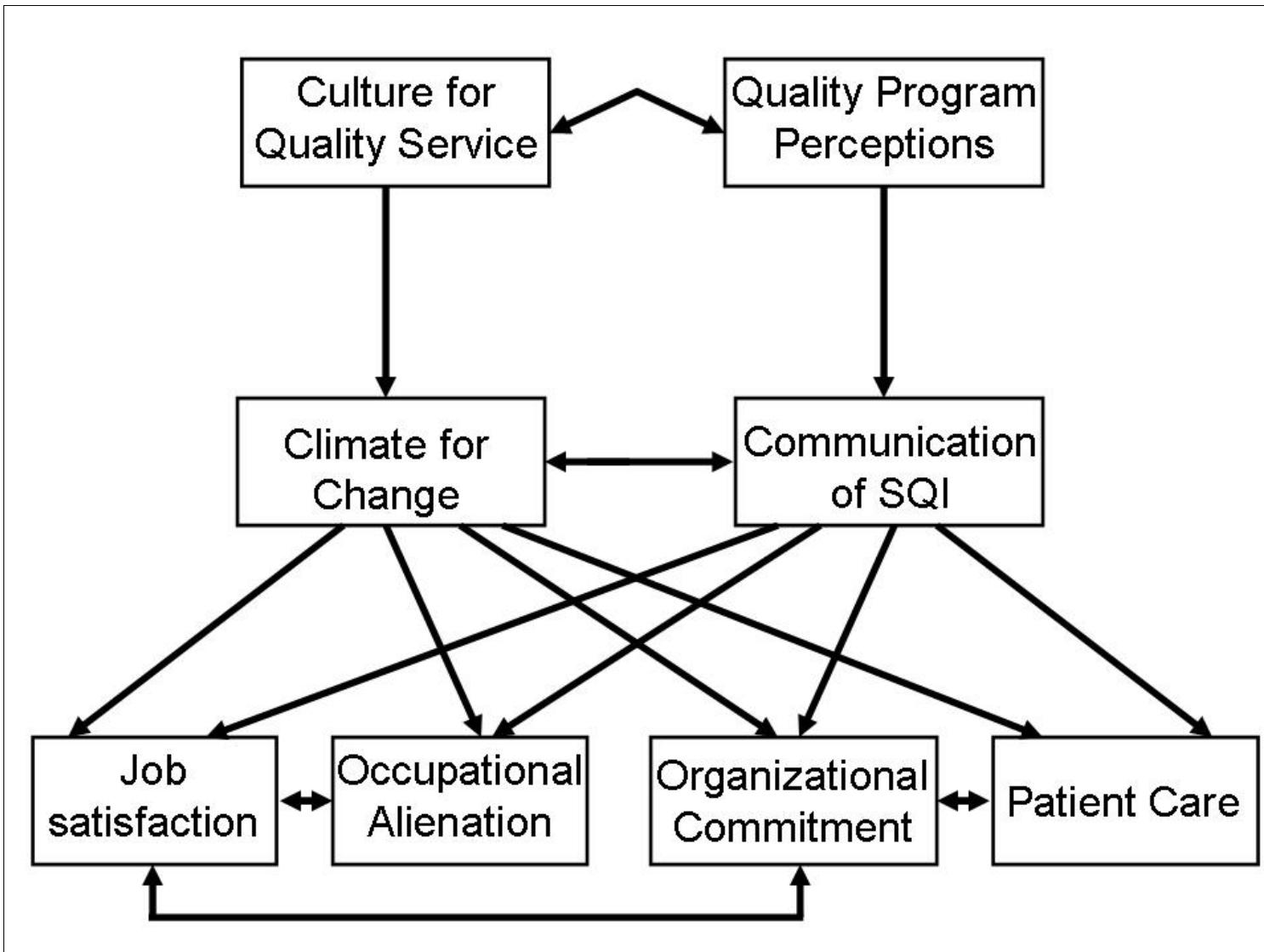
YANG, K. (1999). School of Public Affairs and Administration, Rutgers University–Newark.

Sequential Process Model



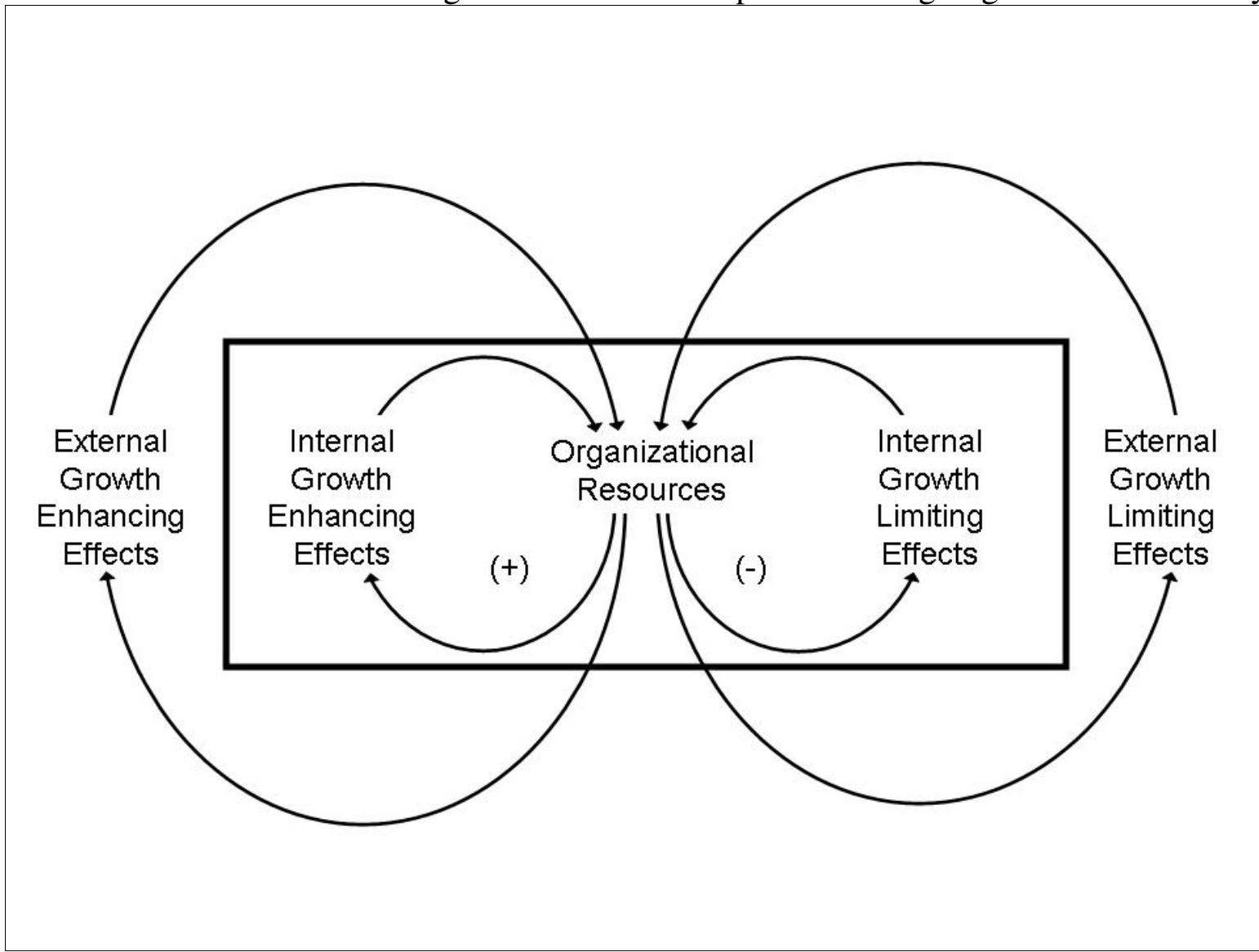
HARBER, D.G., N.M. Ashkanasy, and V.J. Callan. (1997). "Issues in the Evaluation of Management Training." *Public Productivity & Management Review* 21(1): 19.

Parallel Process Model



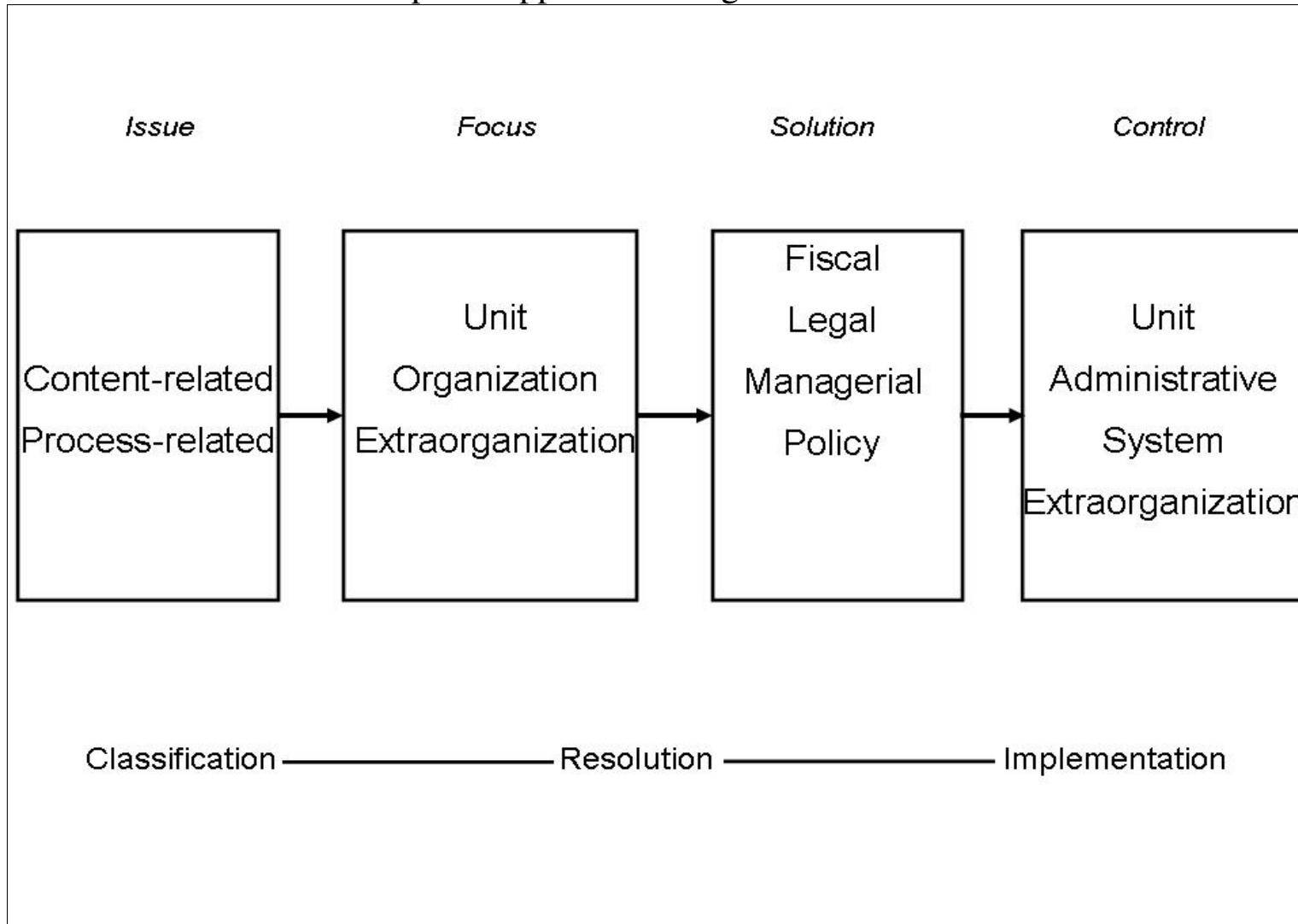
HARBER, D.G., N.M. Ashkanasy, and V.J. Callan. (1997). "Issues in the Evaluation of Management Training." *Public Productivity & Management Review* 21(1): 20.

General Schema of Positive and Negative Feedback Loops Controlling Organizational Life Cycles



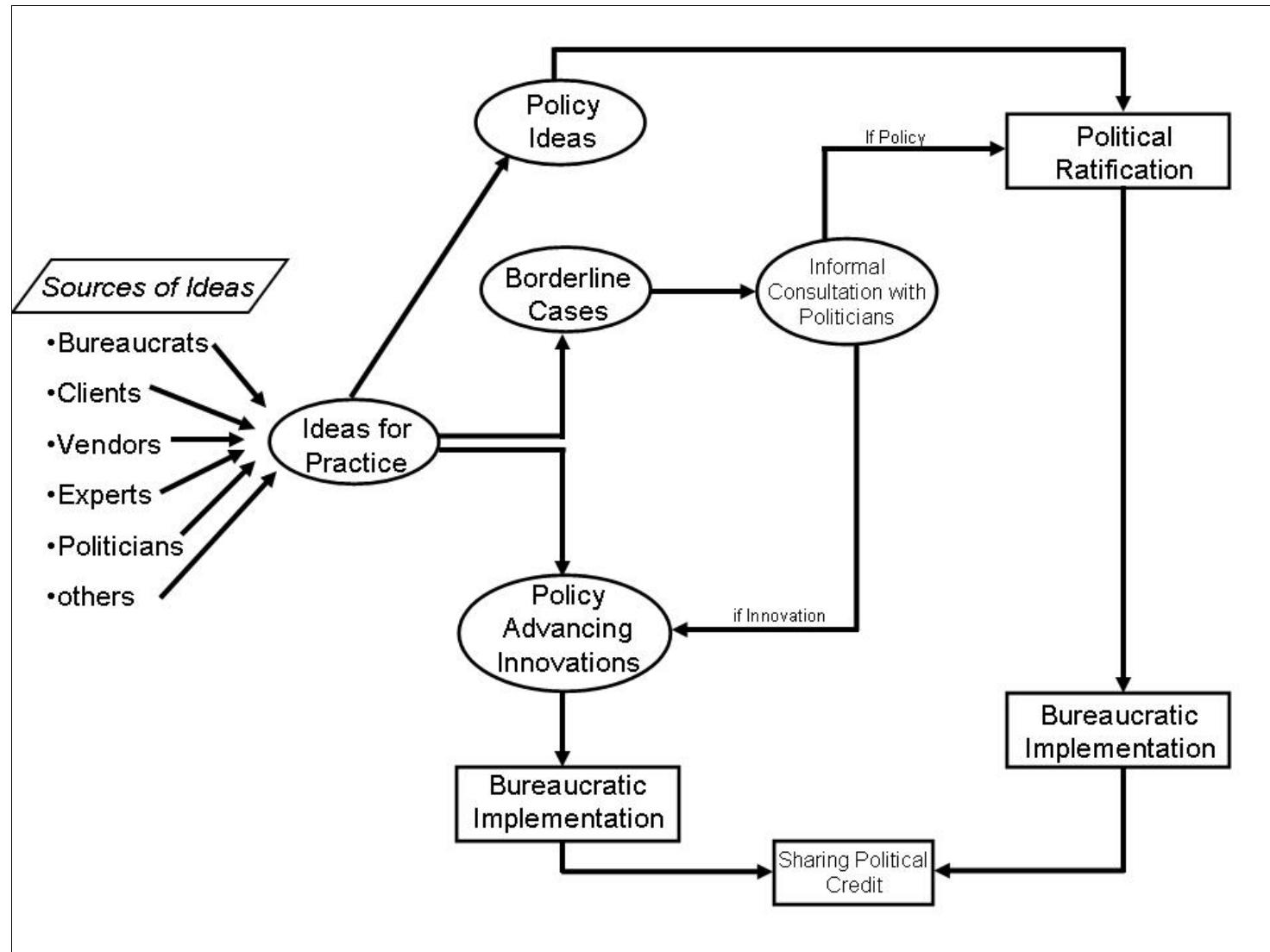
ANDERSEN, D.E. (1981). "A System Dynamic View of the Competing Values." *Public Productivity Review* 5(2): 170.

Conceptual Approach to Organizational Issues



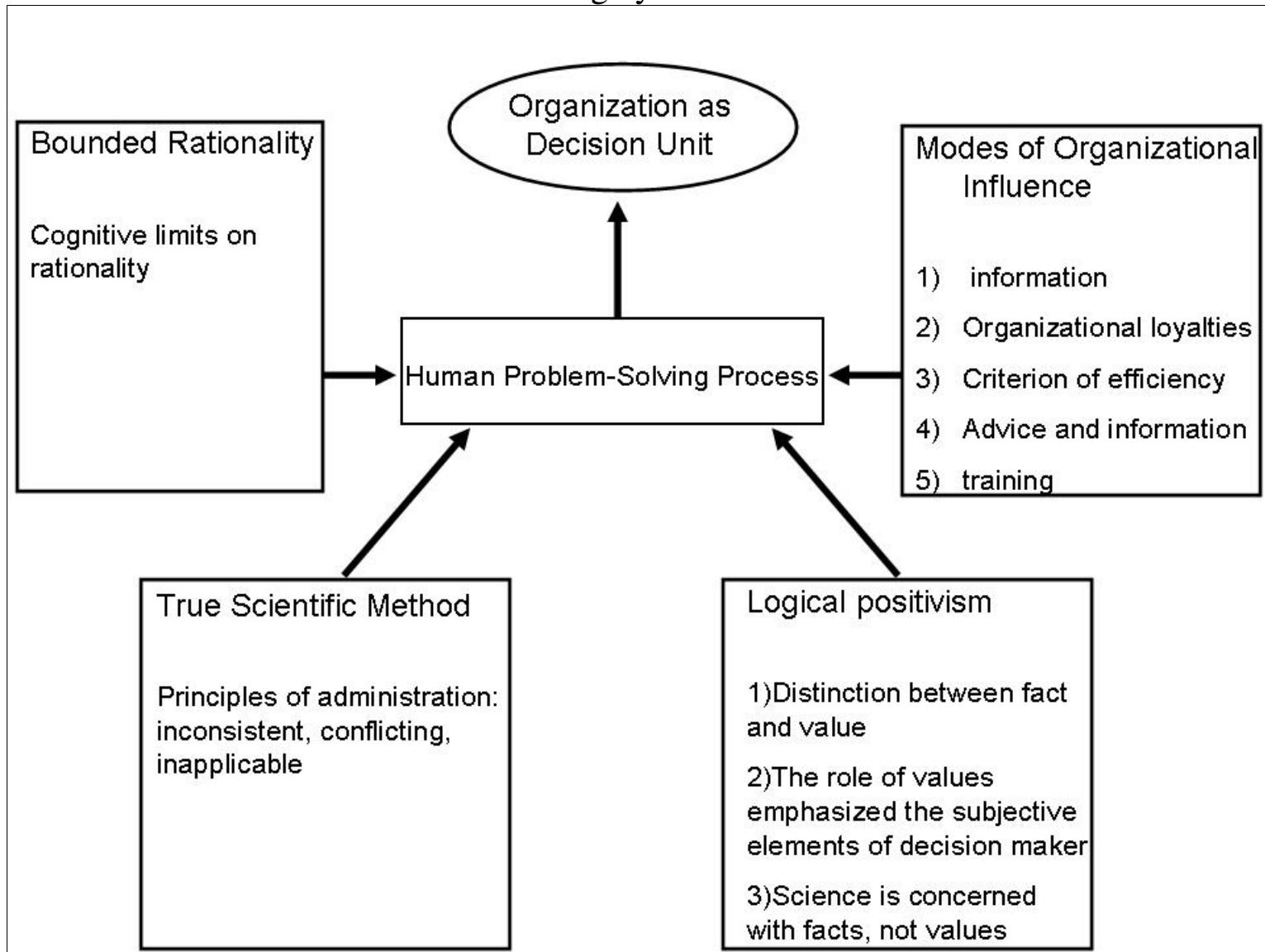
McGOWAN, R.P. and G.E. Von Stroh. (1986). "Organizational Resources and Commitments to Productivity Improvement." *Public Productivity Review* 10(1): 39.

Bureaucratic Innovation: Authorization Process



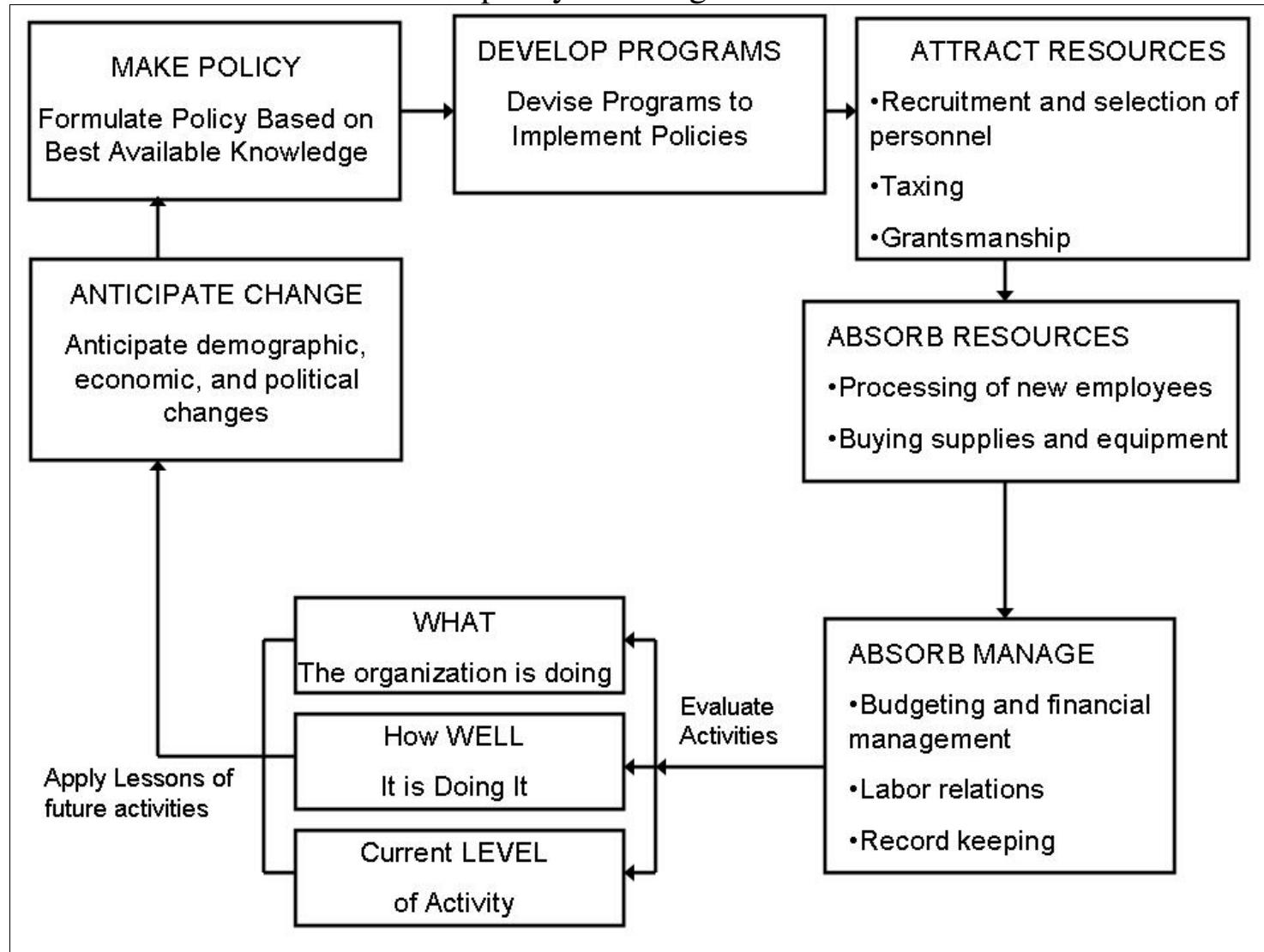
ZEGAN, M.D. (1992). "Innovation in the Well-Functioning Public Agency." *Public Productivity & Management Review* 16(2): 148.

Decision Making by Herbert A. Simon



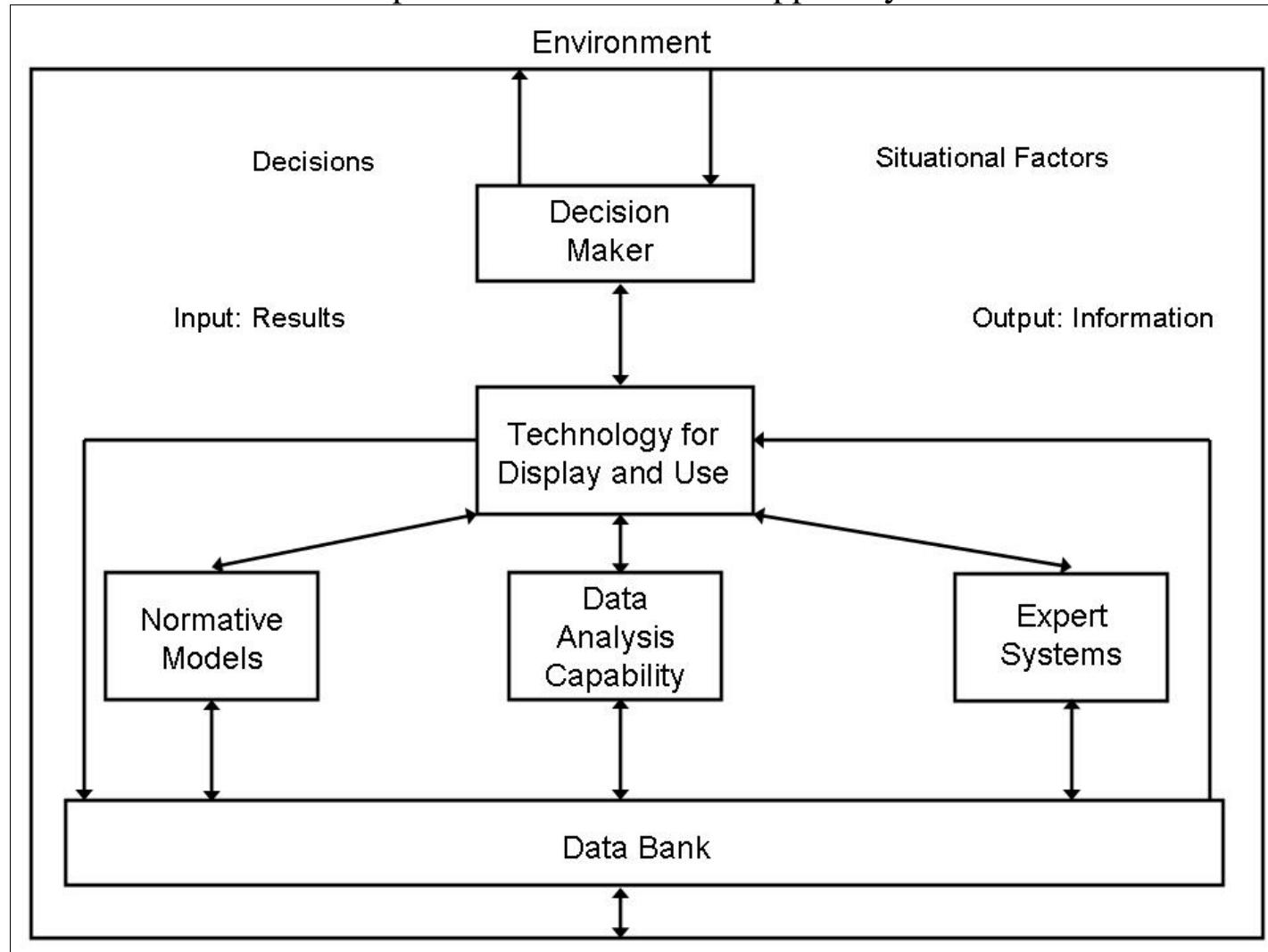
RHO, S.-Y. (1998). School of Public Affairs and Administration, Rutgers University–Newark.

A Capacity Building Framework



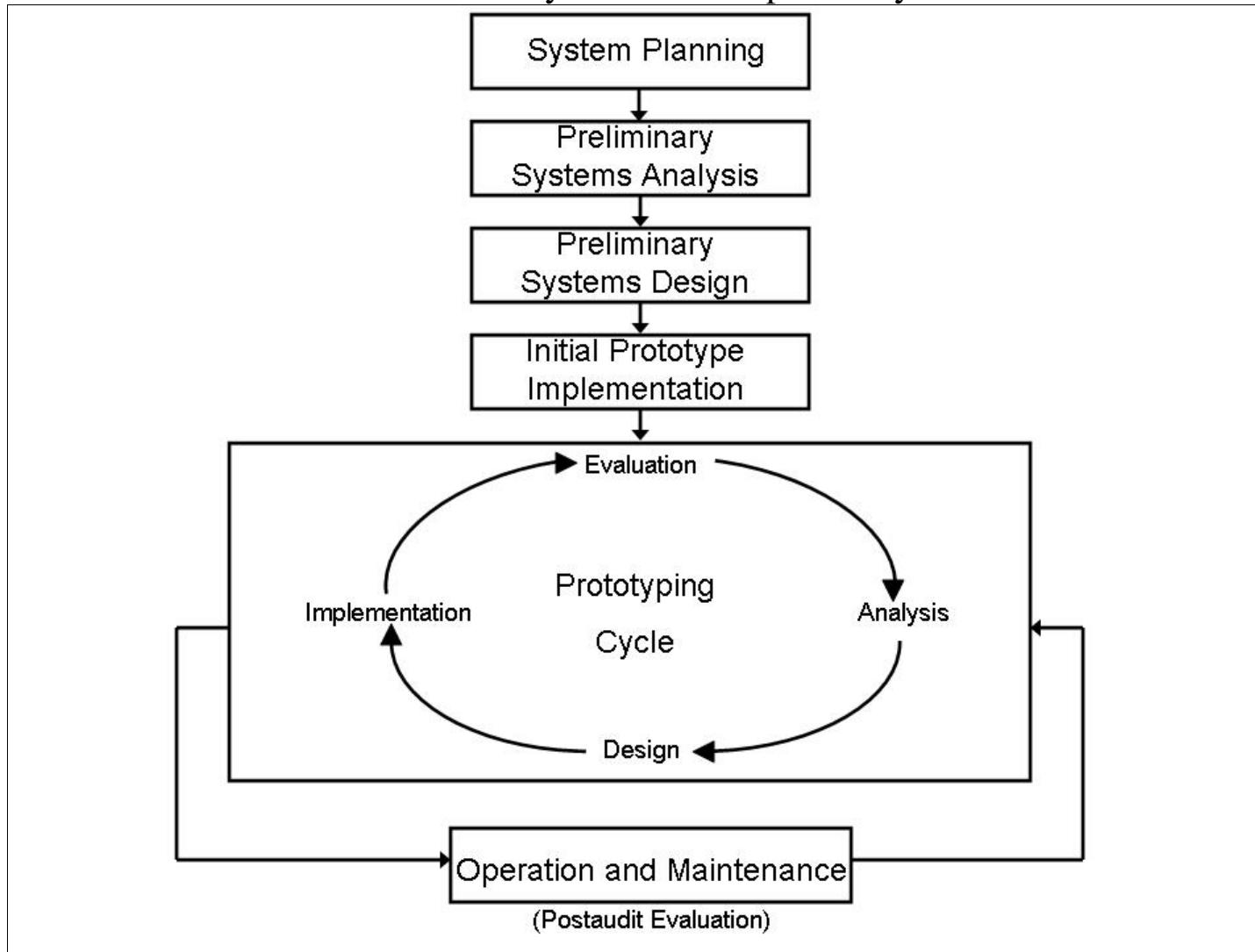
HONAGLE, B.W. (1981). "A Capacity-Building Framework: A Search for Concept and Purpose." *Public Administration Review* 41(5): 575-580.

Components of a Decision Support System



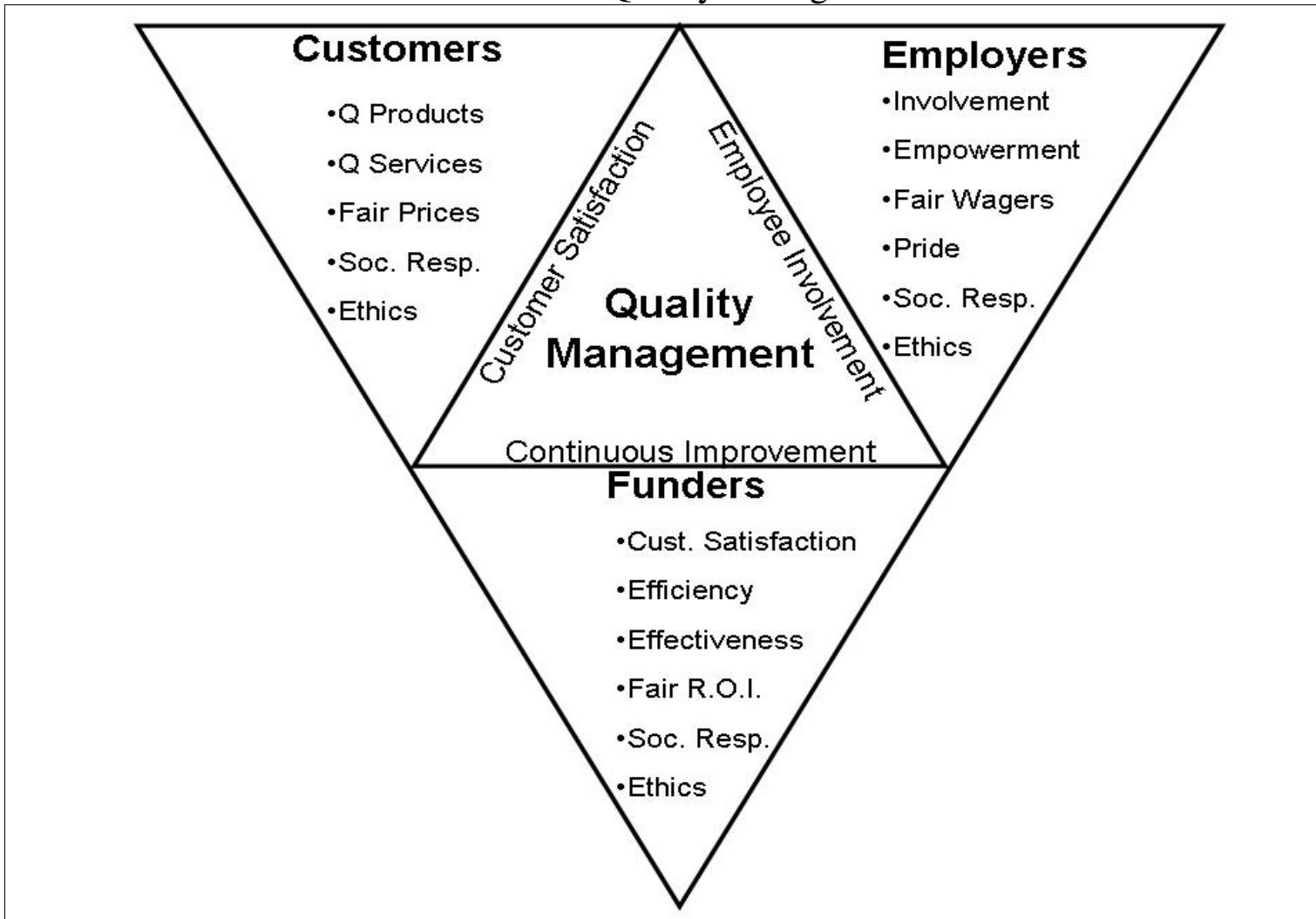
HURLEY, M.W. and W.A. Wallace. (1986). "Expert systems as Decision Aids for Public Managers: An Assessment of the Technology and Prototyping as a Design Strategy." *Public Administration Review* 46(6): 563-571.

The Iterative Systems Development Cycle



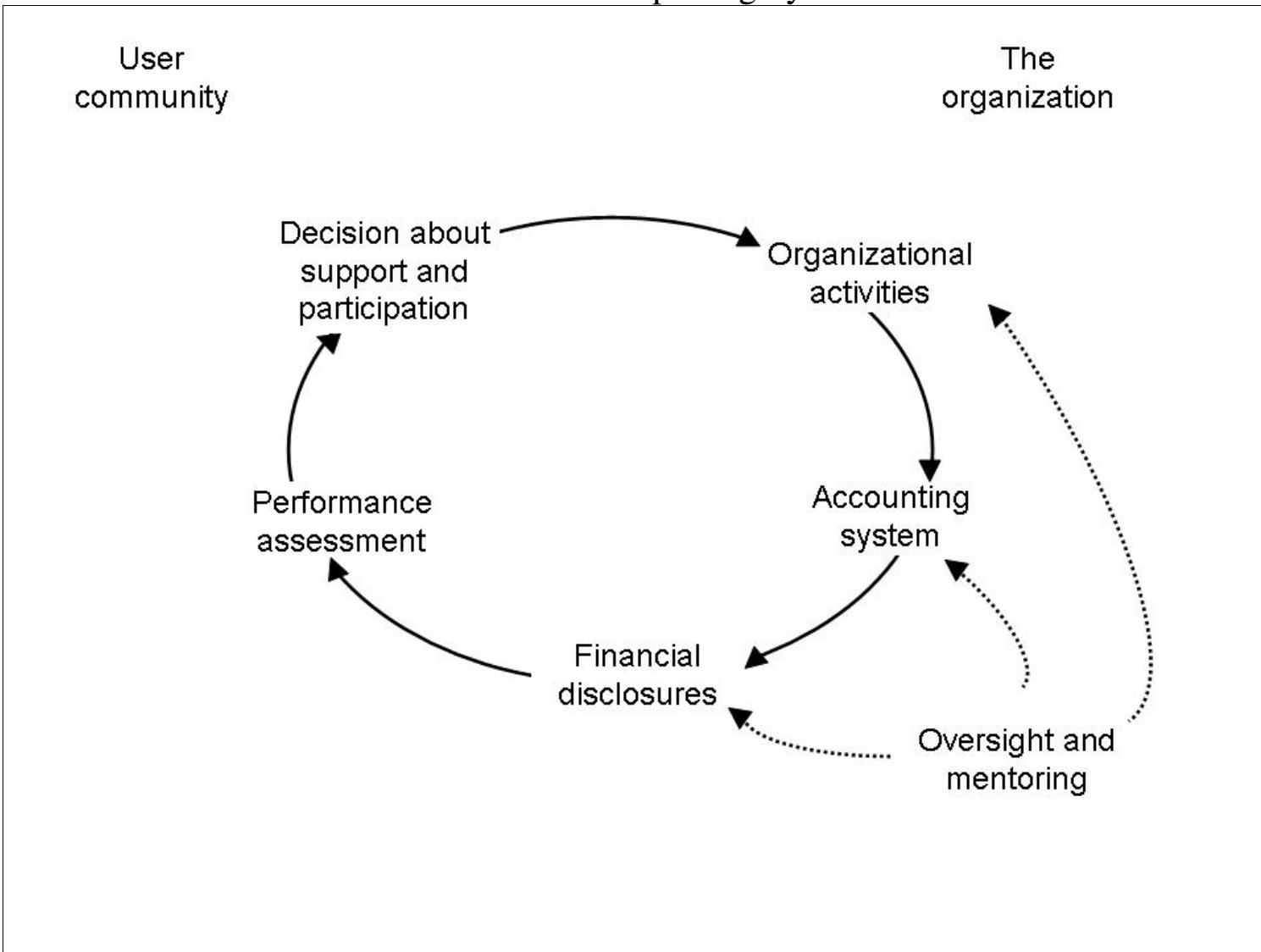
RUBIN, B.M. (1986). "Information Systems for Public Management: Design and Implementation." Public Administration Review 46(6): 540-552.

Elements of Quality Management



HOLZER, M. (1996). Beyond Traditional Assessments: Building New Pressures for Productivity and Quality. Prepared for the International Working Group on Public Sector Productivity of the International Institute of Administrative Sciences, Helsinki, Finland, April 26-27.

The Financial-Reporting System



KEATING, E.K. and P. Frumkin (2003). "Reengineering Nonprofit Financial Accountability: Toward a More Reliable Foundation for Regulation." *Public Administration Review* 63(1): 3-15.

CHAPTER 2 Developing Human Resources

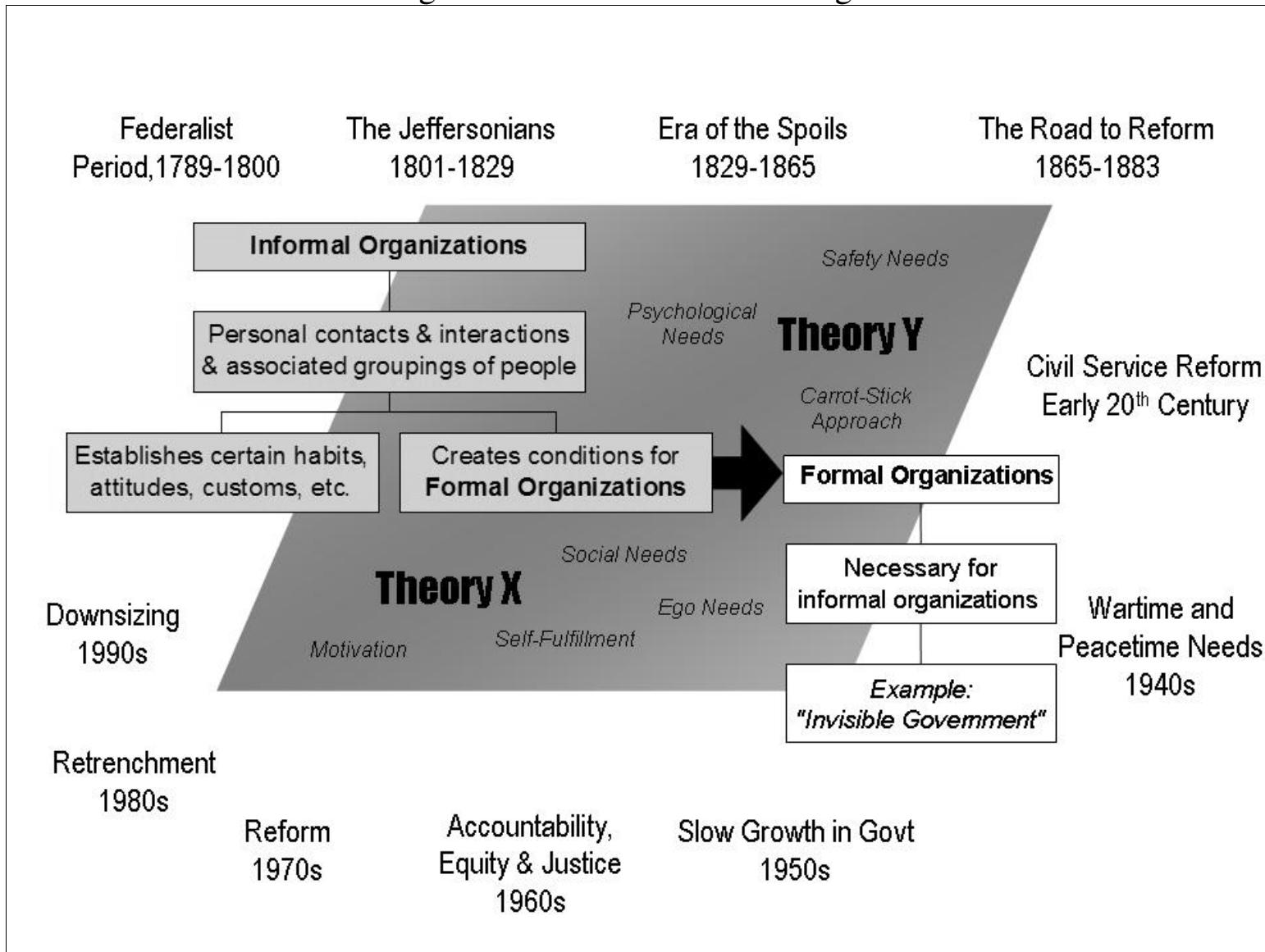
This chapter illustrates the central role of human resources in the public administration apparatus. A diagram relating the evolution of public personnel management in the United States, from its foundation to the modern era, begins the chapter. The reader should observe that changes in public personnel management were contemporaneous with each era's most relevant political and economic ideas. Diagrams underline the argument that management styles that seem purely administrative in nature still have a strong component of human resources. How organizations structure hierarchical relations between top and middle managers, and front-line public servants, has a profound influence on what is being achieved, at what pace and at what cost. Administrative reforms are, more often than not, human resources reforms.

Difficulties that must be met in public personnel management are manifest in the “Senior Executive Service Program Design Logic” diagram. Recruitment of outside and minority talents, flexibility in the mobility of personnel, patterns of promotion that communicate the right incentives, are necessarily conditions for increased morale and productivity of programs and agencies.

Needless to say, leadership is also an important component of human resources. It is especially important in the public sector, where promotion to the very top positions might be forbidden to career public servants. Leadership in the public sector is key to managing programs given the permanent status of employees. Leadership helps sustain employee motivation under shifting goals, changing philosophies of appointed officials, and general criticism of the public sector.

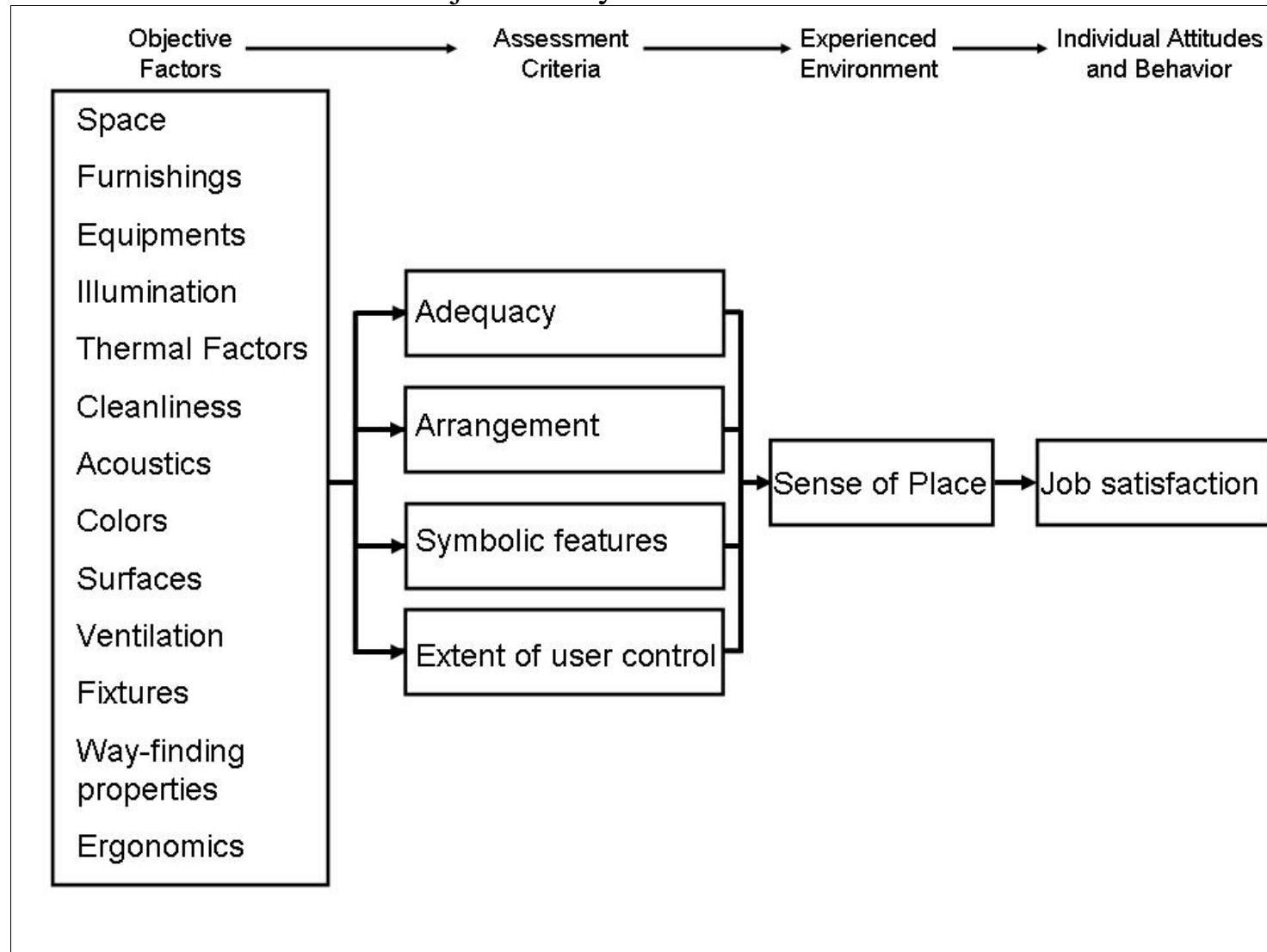
The diagrams overall hold that human resources have far reaching effects on the adoption of technologies, performance measurement, and productivity improvement. Human resource issues are also components of many diagrams throughout the following chapters.

Changes in Public Personnel Management



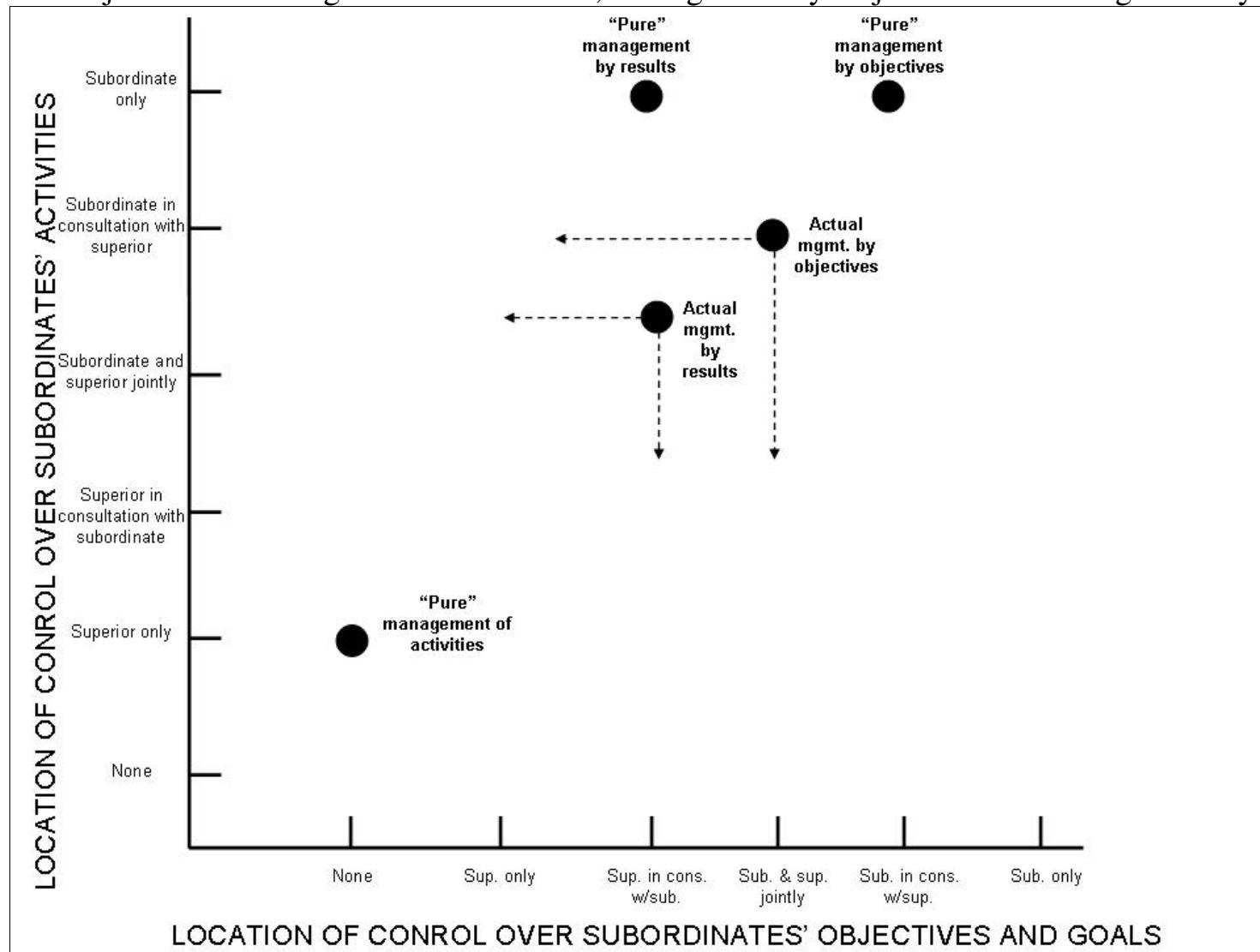
DIÑOSO, P. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Process Model of the Effects of Objective Physical Factors on Individual Attitudes and Behavior



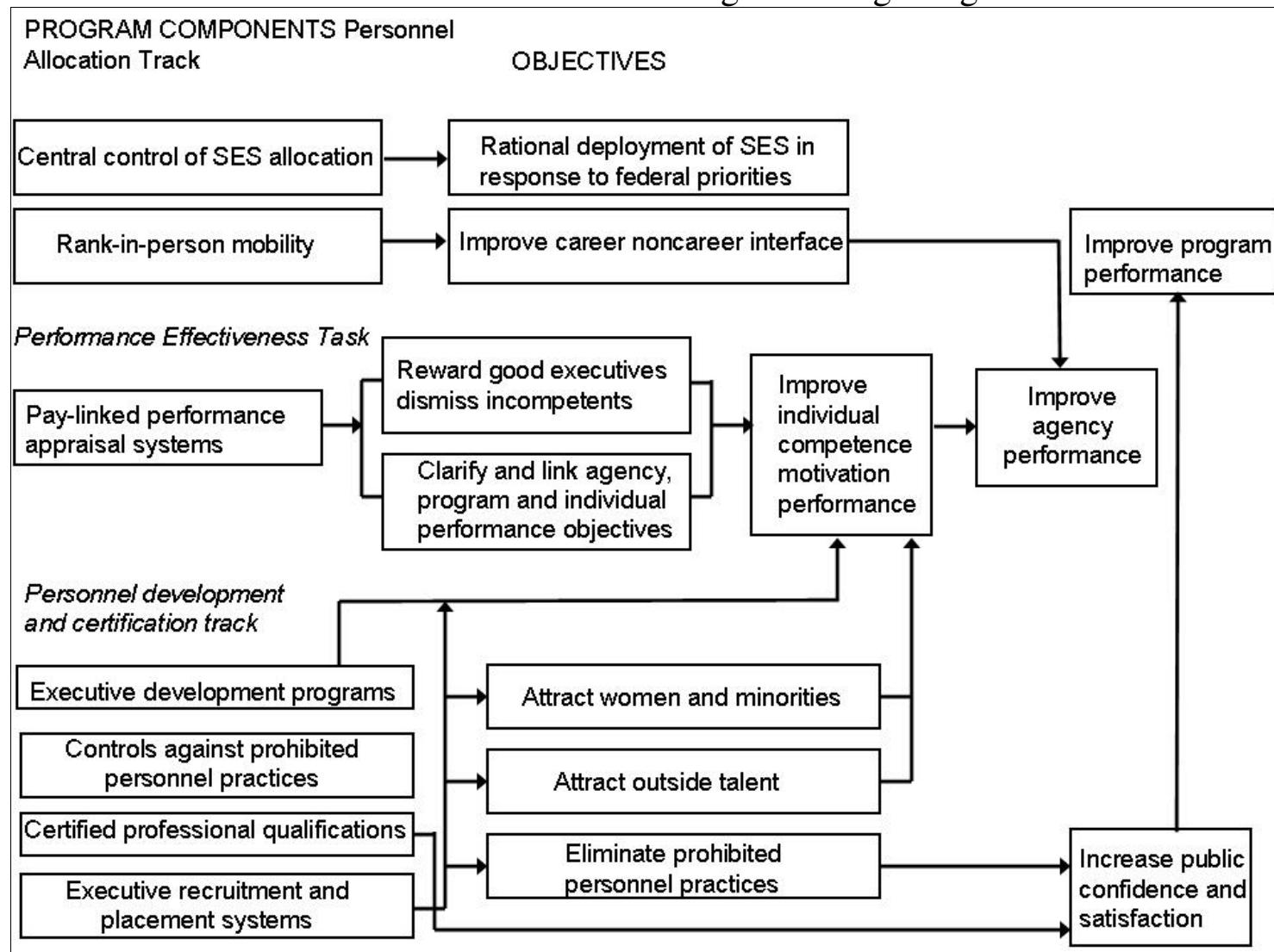
CARNAVALE, D.G. and J.M. Rios. (1995). "How Employees Assess the Quality of Physical Work Settings." Public Productivity & Management Review **18**(3): 222.

Comparison of Location of Control over Subordinates' Activities and Location of Control over Subordinates' Goals and Objectives in Management of Activities, Management by Objectives and Management by Results



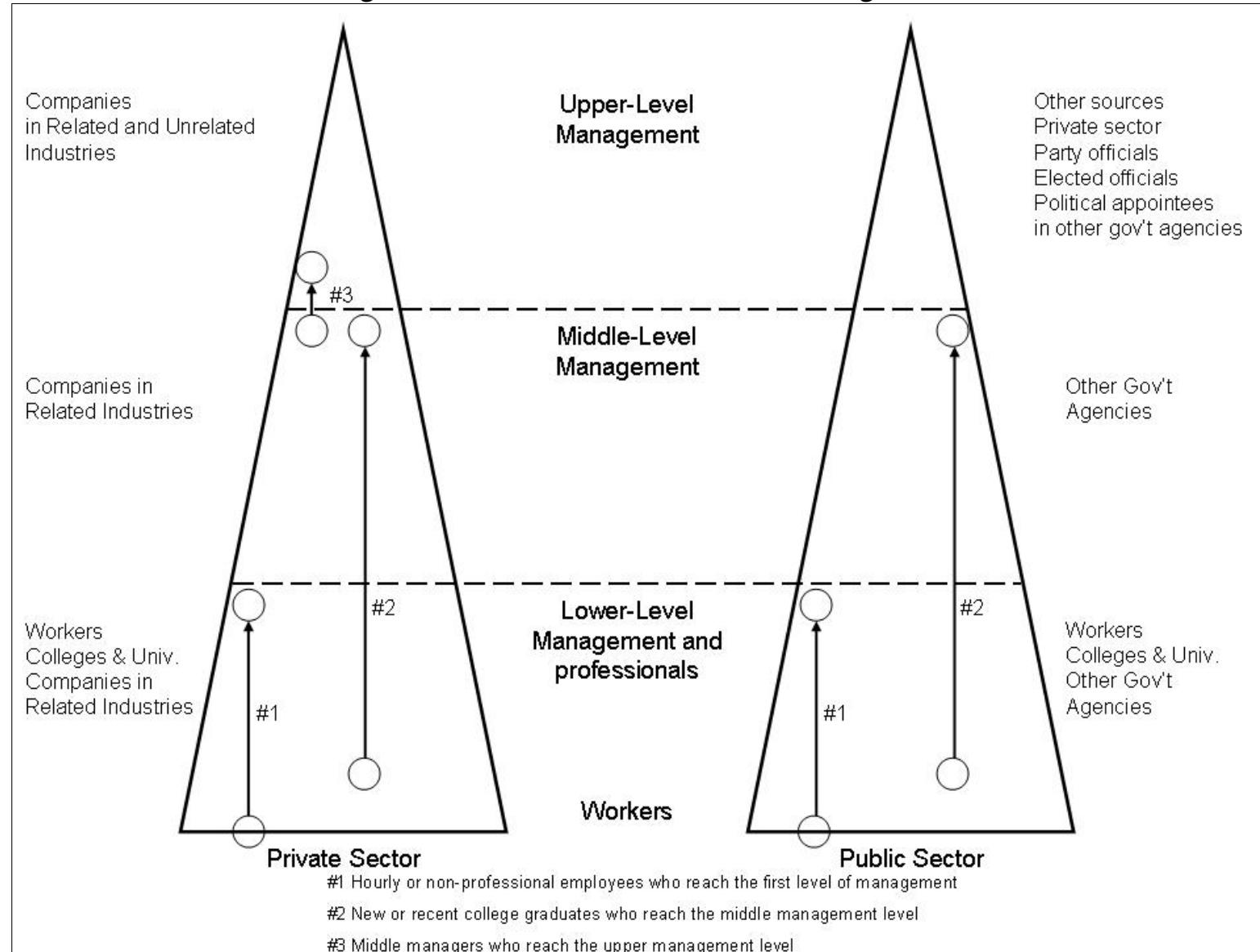
NORTON, S.D. (1976). "Management by Results in the Public Sector." *Public Productivity Review* 2(1): 28.

Senior Executive Service Program Design Logic



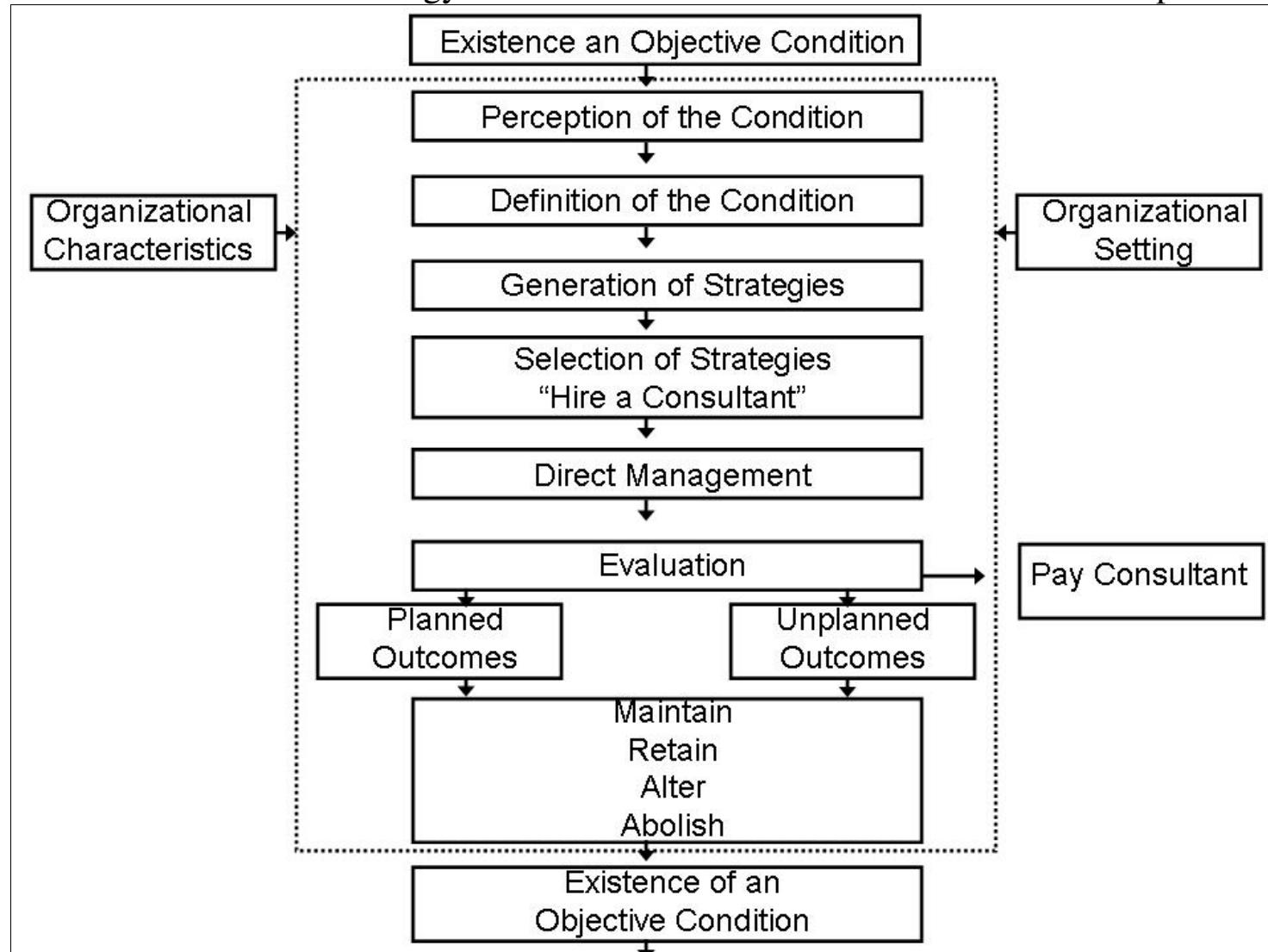
BUCHANAN, B. (1981). "The Senior Executive Service: How We Can Tell If It Works." *Public Administration Review* 41(3): 349-358.

Patterns of Promotion within Organizations and Other Sources of Managers in the Private and Public Sectors



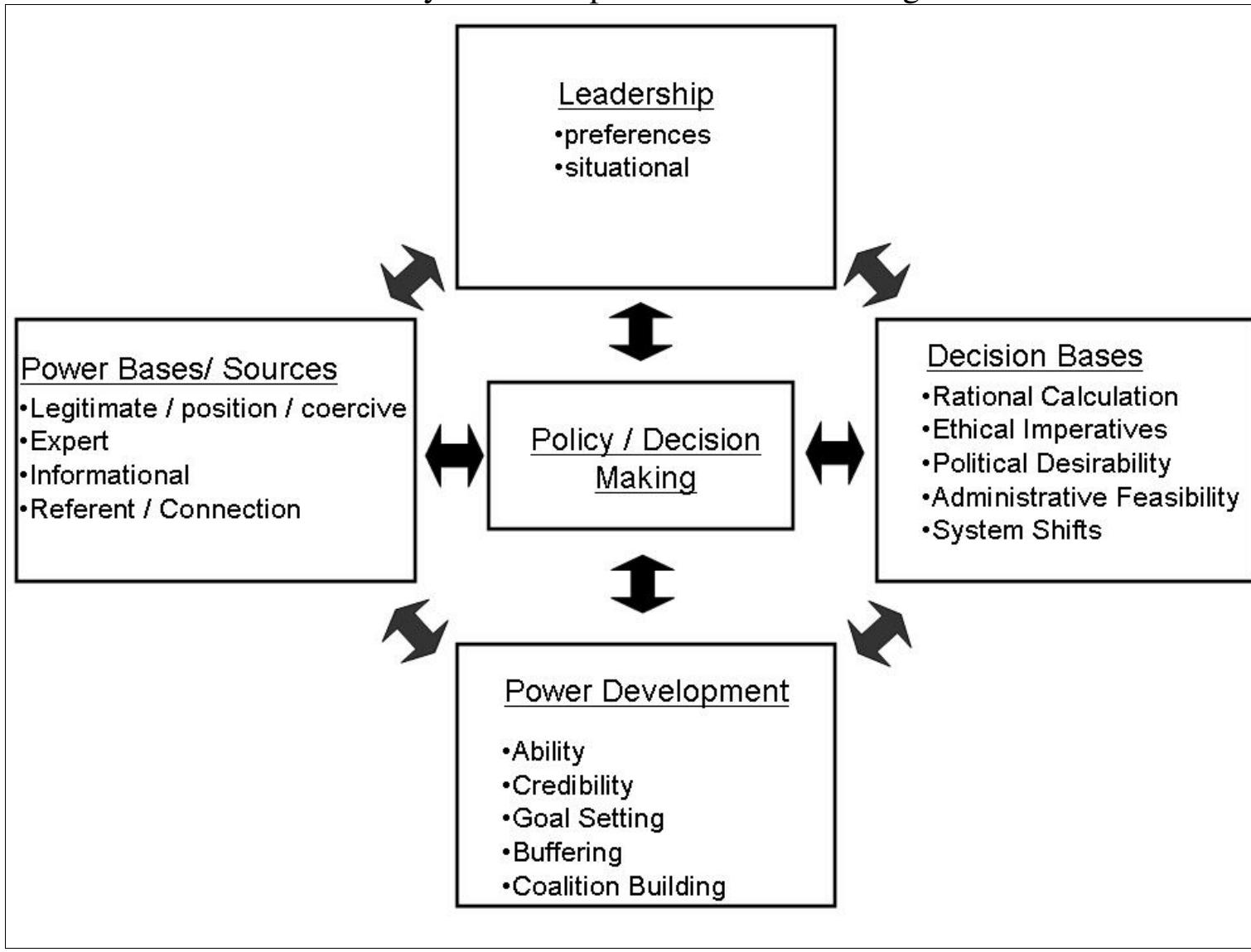
NORTON, S.G. (1976). "Management by Results in the Public Sector." *Public Productivity Review* 2(1): 30.

Consultants and Technology Transfer in the Public Sector: the Consultant Episode



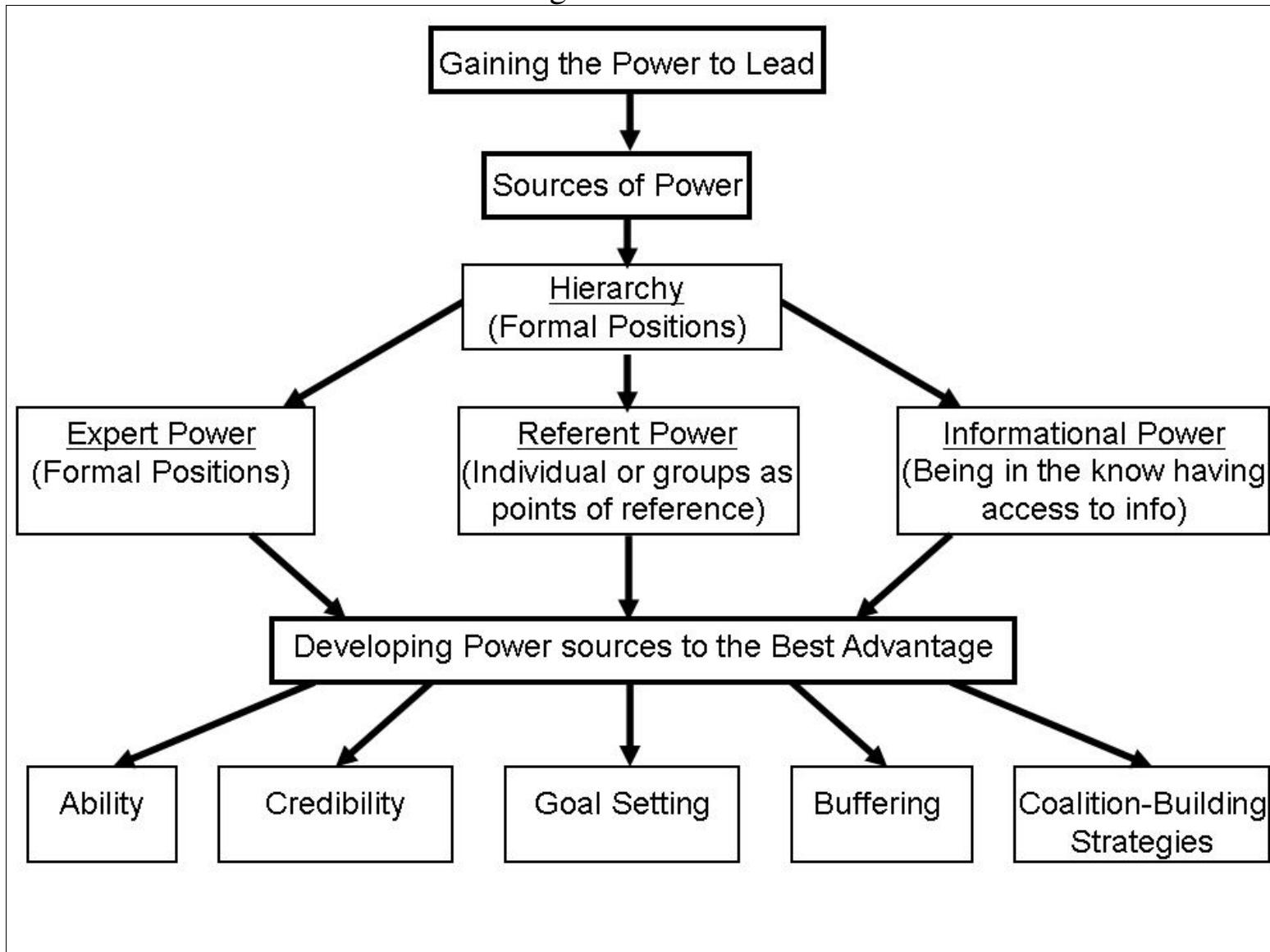
PATTENAUME, R.L. and L.M. Landis (1979). "Consultants and Technology Transfer in the Public Sector." *Public Administration Review* 39(5): 414-420.

Policy Leadership and Decision Making



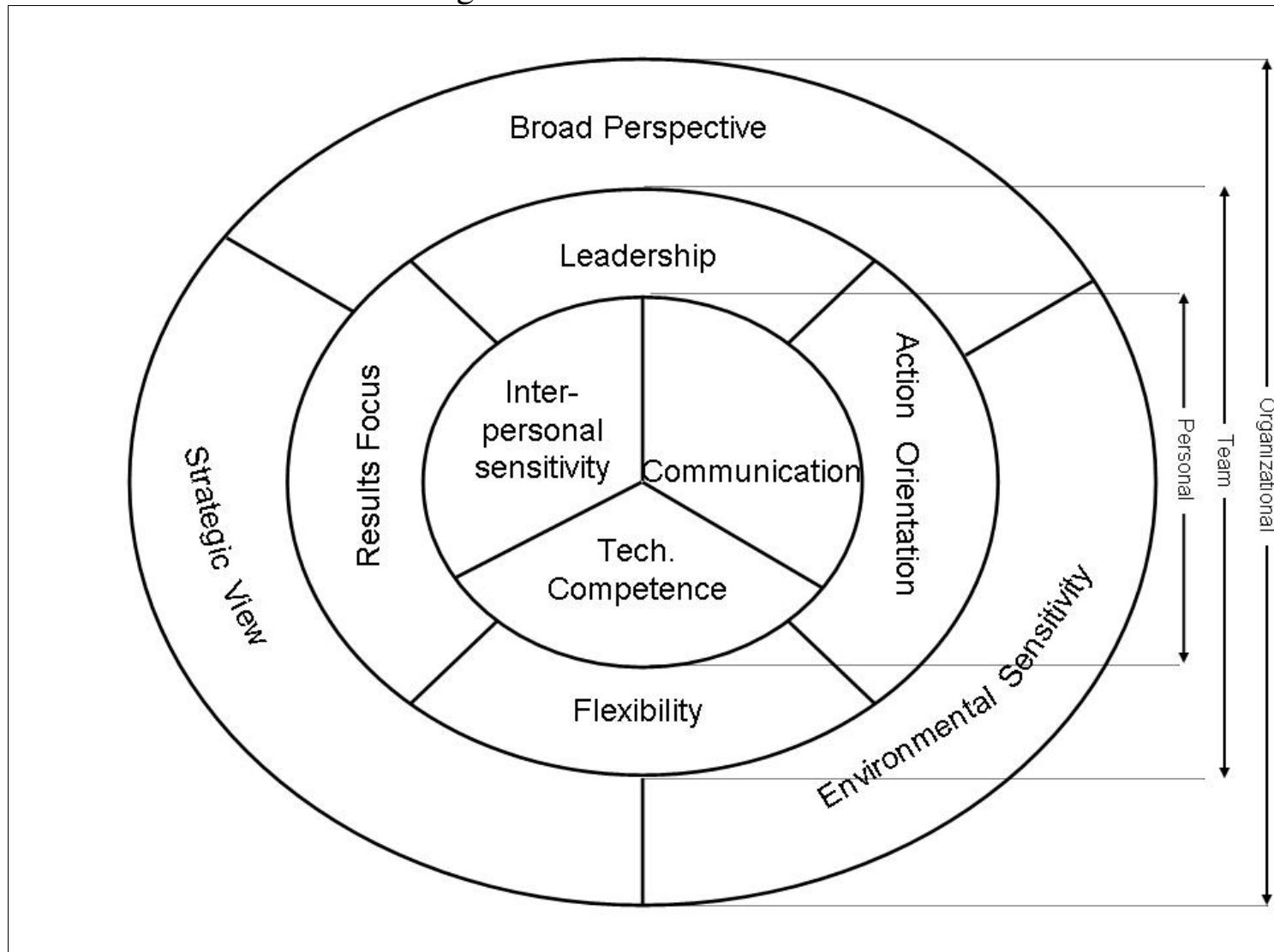
WINTERMUTE, M. (2000). School of Public Affairs and Administration, Rutgers University–Newark.

Gaining the Power to Lead



SMITH, J. (2000). School of Public Affairs and Administration, Rutgers University–Newark.

Management Excellence Framework



U.S. Office of Personnel Management. (1985). The Management Excellence Framework, Washington, D.C.: Office of Personnel Management.

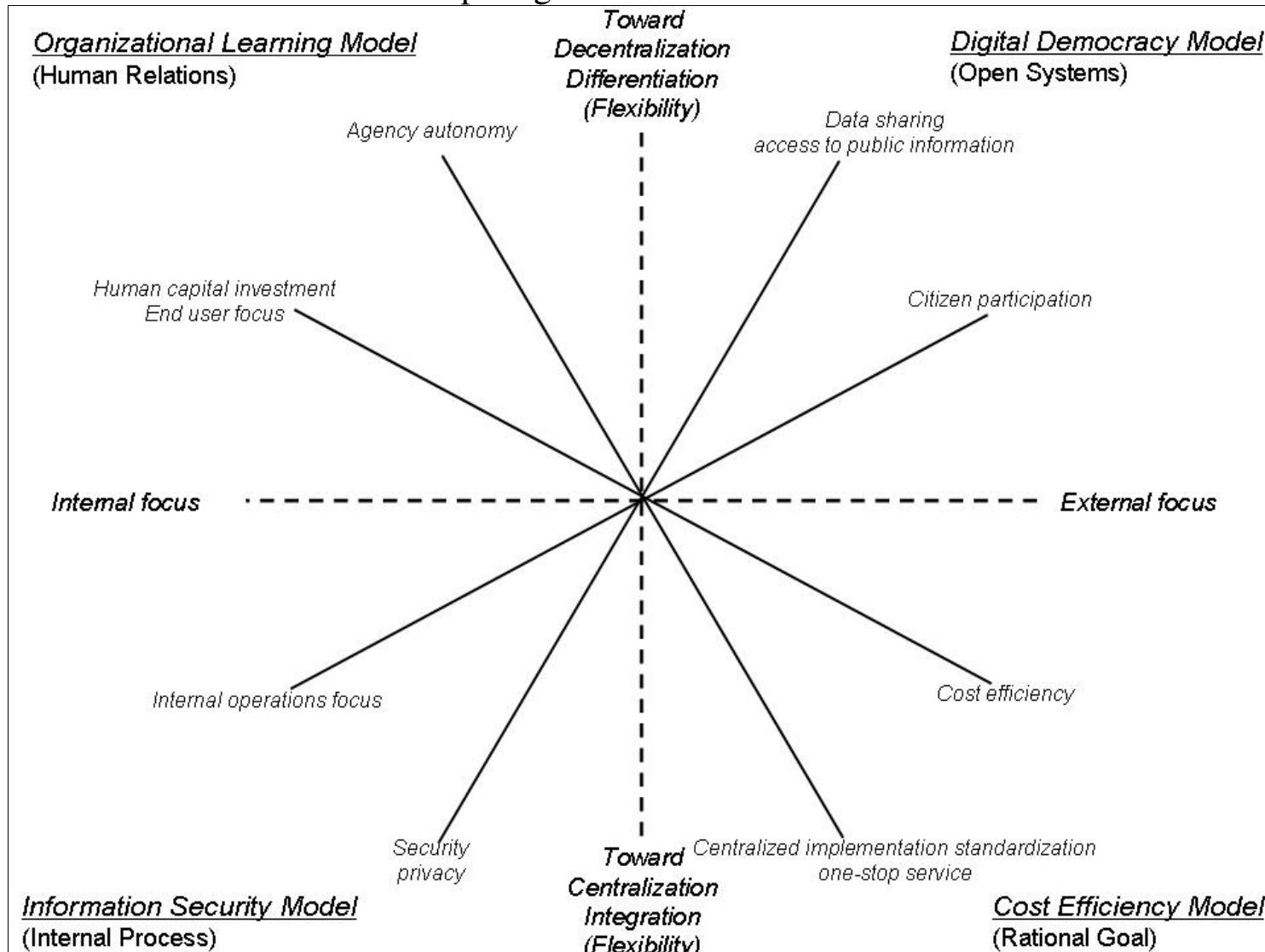
CHAPTER 3 Adapting Technologies

Technologies in public agencies permit the public sector to keep pace with other actors: citizens, corporations and NGOs. With advanced technologies, services can now be made available outside the old “9 to 5” industrial schedule. This new form of electronic government (e-government) makes possible continuous innovations in the delivery of services using information technologies, especially the World Wide Web. In particular, e-government is not simply digitizing old management practices. E-government is not just about making forms available in an electronic format instead of on paper. In addition to enhanced technologies, there are also enhanced management techniques that take advantage of technologies.

An astute knowledge of how technologies must be integrated within government is very important—perhaps more so than in the private sector. Governments have a monopoly on delivering services and must serve the entire population, not just a specific audience, as do their private sector counterparts. Although simplistic, these two characteristics have important implications for governments’ electronic portals: to live up to its promise, e-government has to be on the cutting edge of what is managerially and technologically feasible. In other words, the standard for what is acceptable should be higher for public sector websites than for those in the private sector.

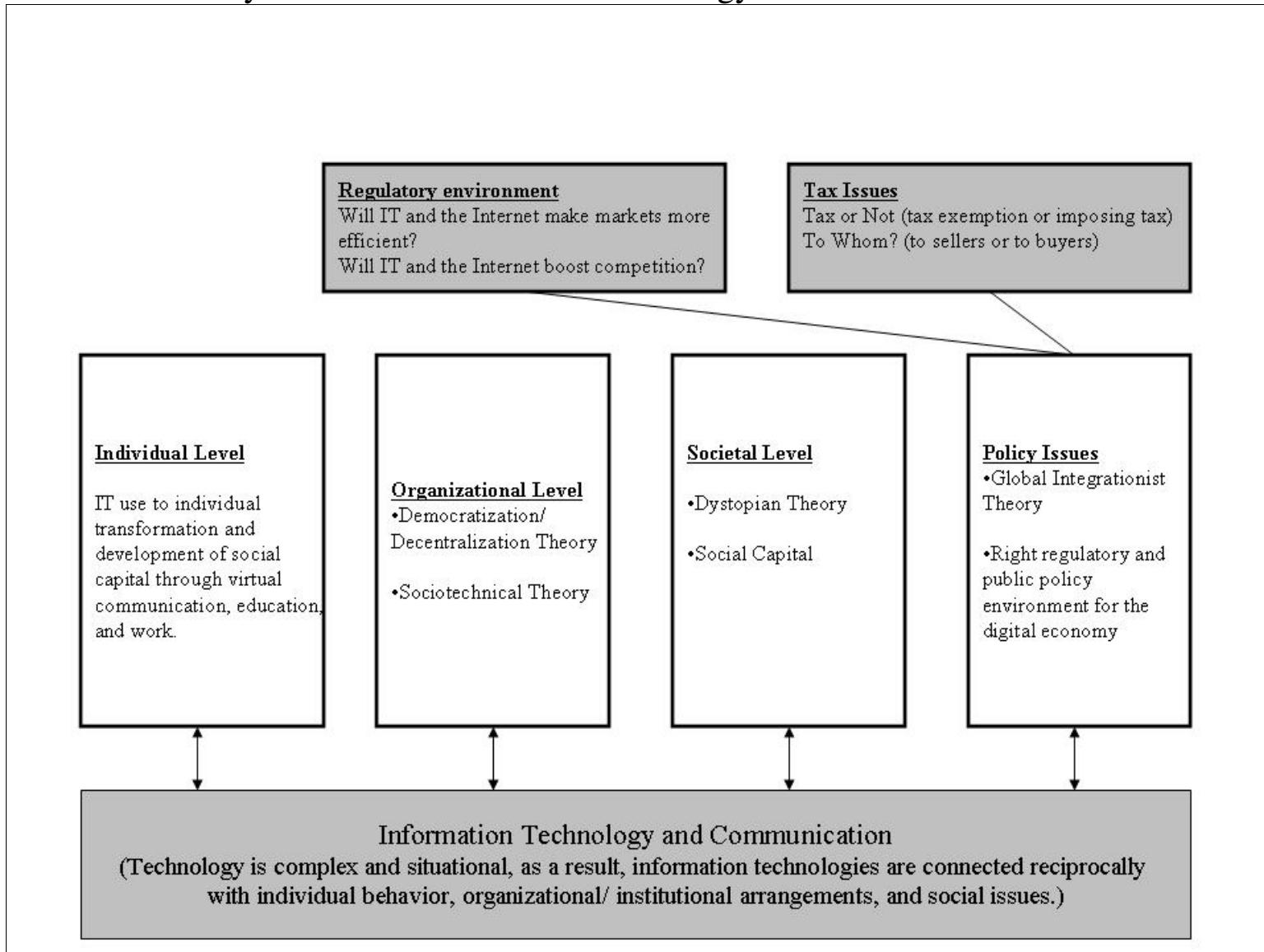
The implementation of e-government runs all the risks inherent to governmental endeavors (competing values, contradictory objectives and targets, multiple audiences, political oversight, and intrusion). At any point, the conversion of services to electronic form can make the pitfalls enumerated above more treacherous. We start this chapter by introducing “A Framework for Competing Values and E-Government Effectiveness”; we conclude with a case study of “Citizen Participation and E-Government.” In the main body of the chapter, we present different facets of the link between technology and management. We hope to make clear to the reader that the Internet makes organizational restructuring possible with the help of technology. The management-technology mix at the core of e-government is at least as much about management as it is about technology.

A Framework for Competing Values and E-Government Effectiveness



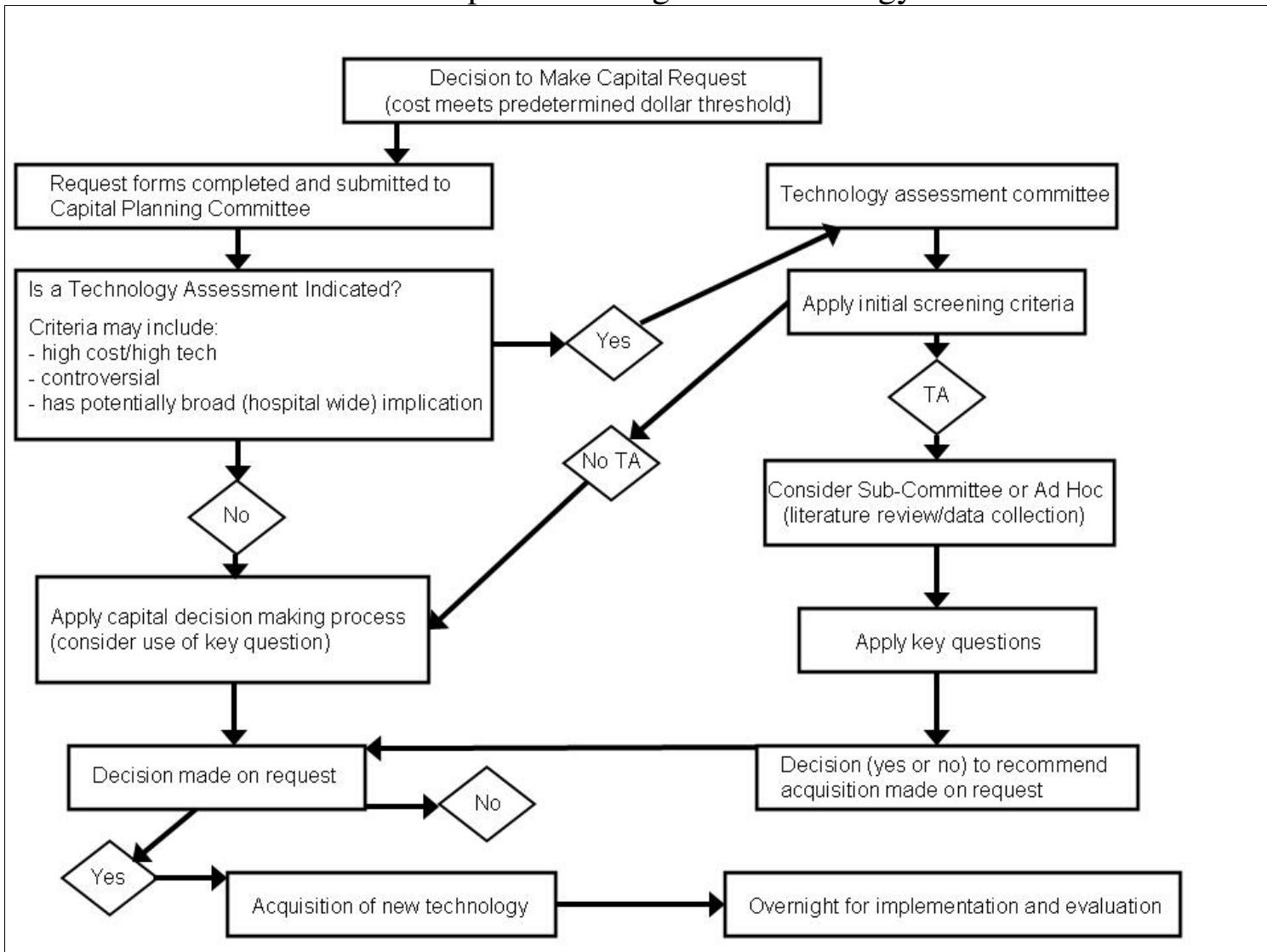
KIM, S. and D. Kim. (2003). "South Korean Public Officials' Perceptions of Values, Failure and Consequences of Failure in E-Government Leadership." *Public Productivity & Management Review* 26(4): 363.

Policy Issues on Information Technology in Public Administration



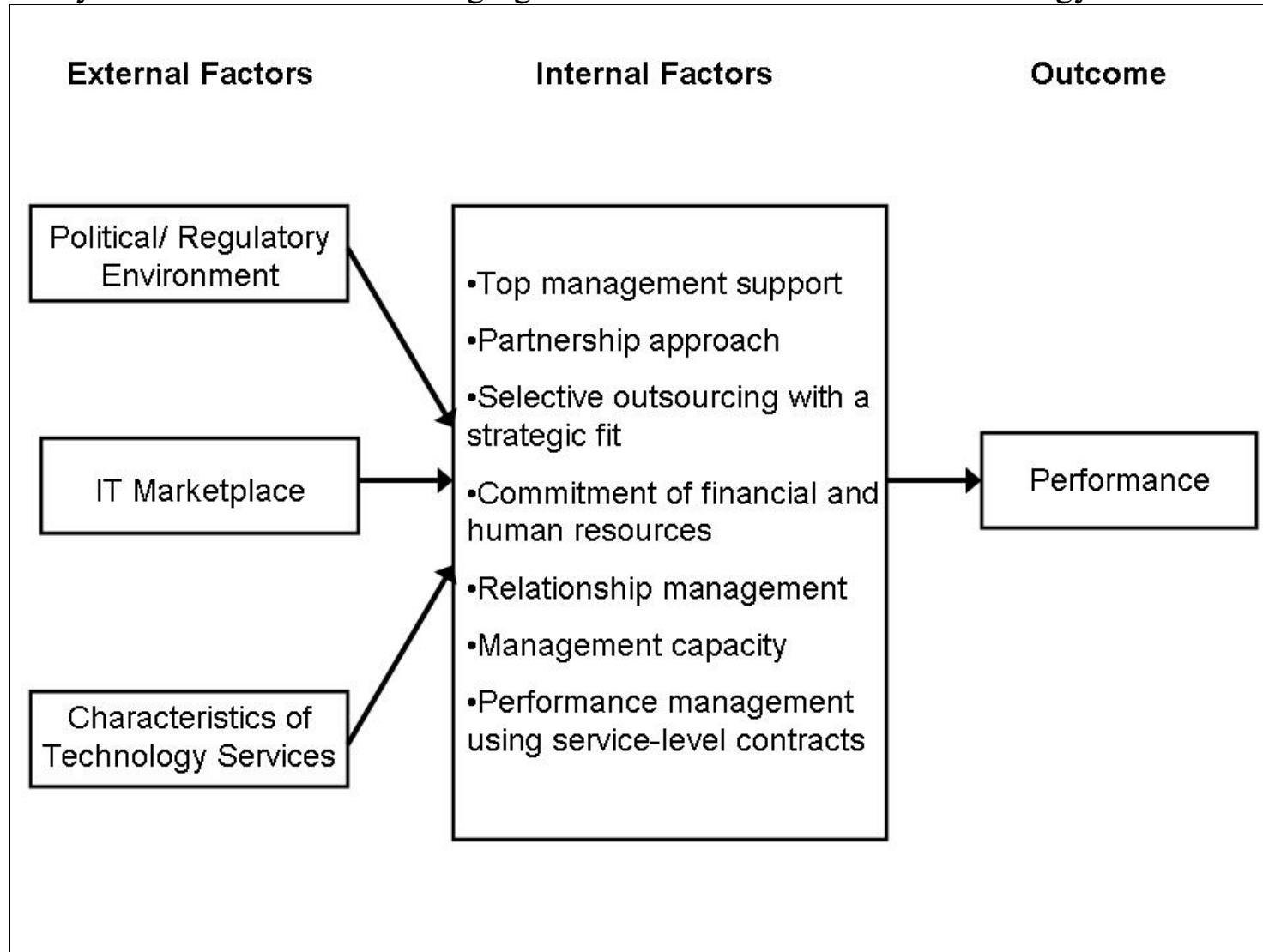
RHO, S.-Y. (2002). School of Public Affairs and Administration, Rutgers University–Newark.

A Flowchart for Capital Planning and Technology Assessment



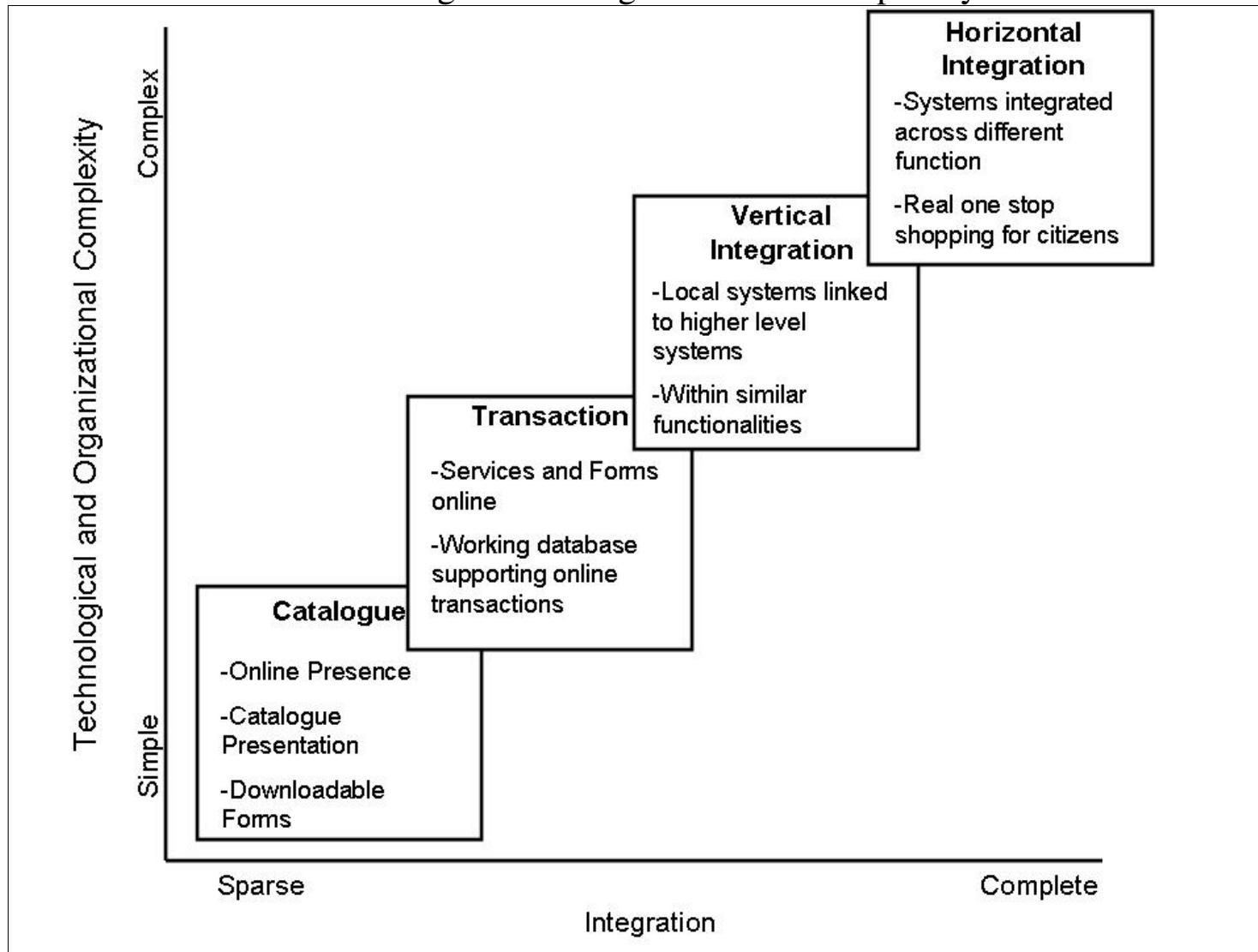
UPHOFF, M.E. and D. Krane. (1998). "Hospital-Based Technology Assessment: Essential Questions and an Operational Model." *Public Productivity & Management Review* 22(1): 60-70.

Analytical Framework of Managing Government Information Technology Outsourcing



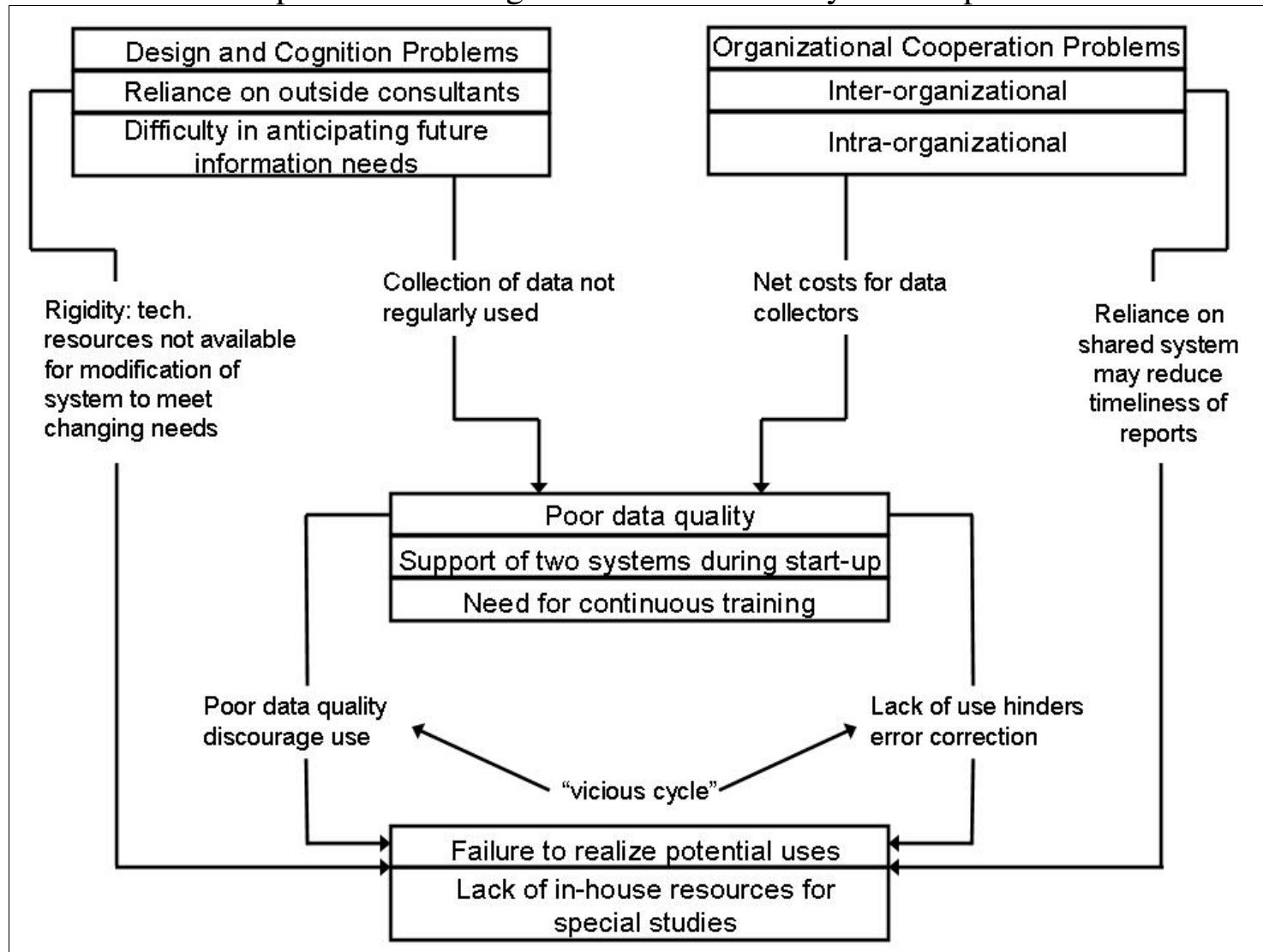
CHEN, Y.- C. and J. Perry. (2003). "Analytical Framework of Managing Government Information Technology Outsourcing." *Public Productivity & Management Review* 26(4): 407.

Technological and Organizational Complexity



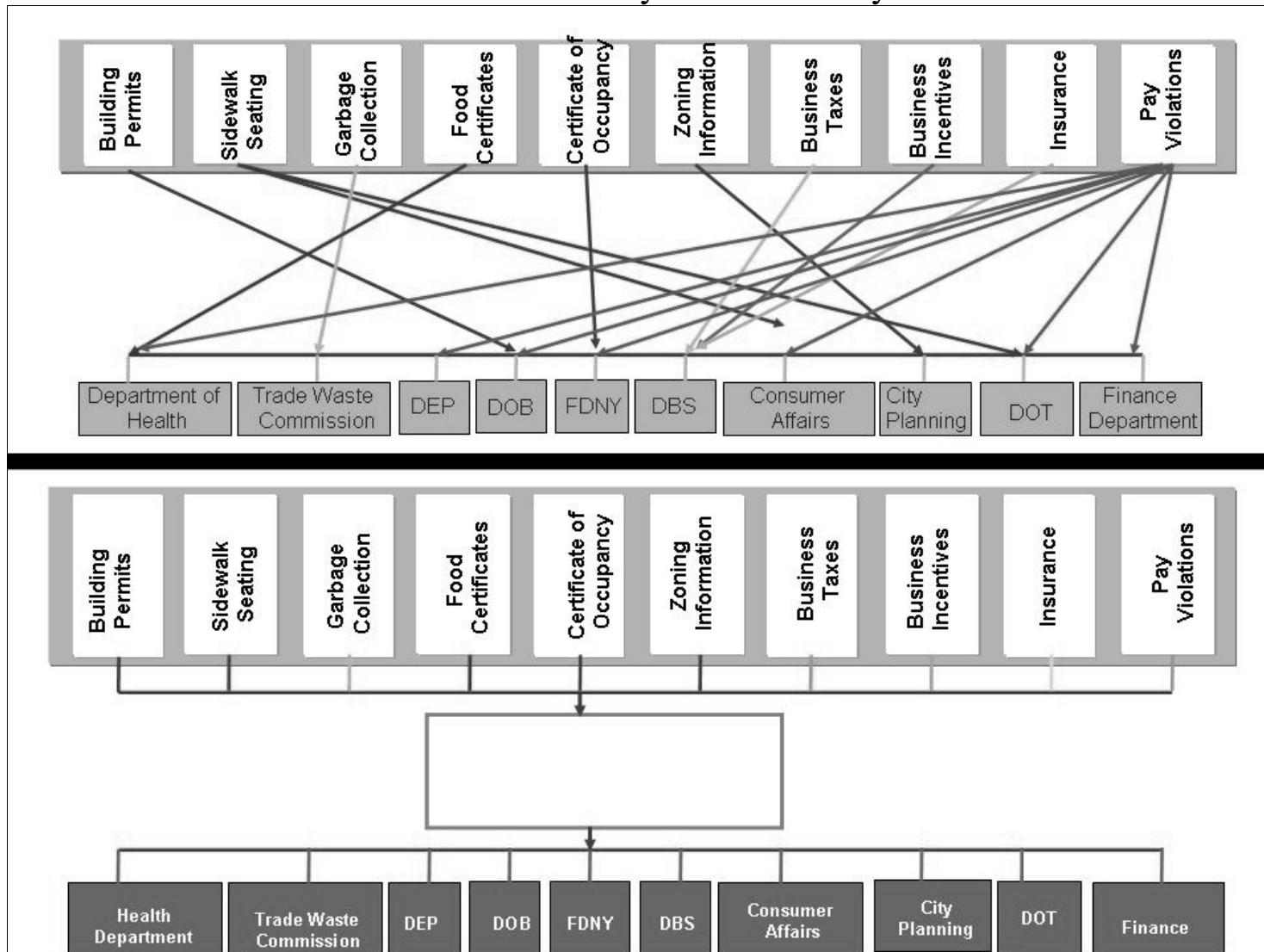
HOLDEN, S.H., D.F. Norris, and P.D.. (2003). "Electronic Government at the Local Level: Progress to Date and Future Issues." Public Productivity & Management Review **26**(4): 328.

The Interrelationship of Case Management Information System Implementation Problems



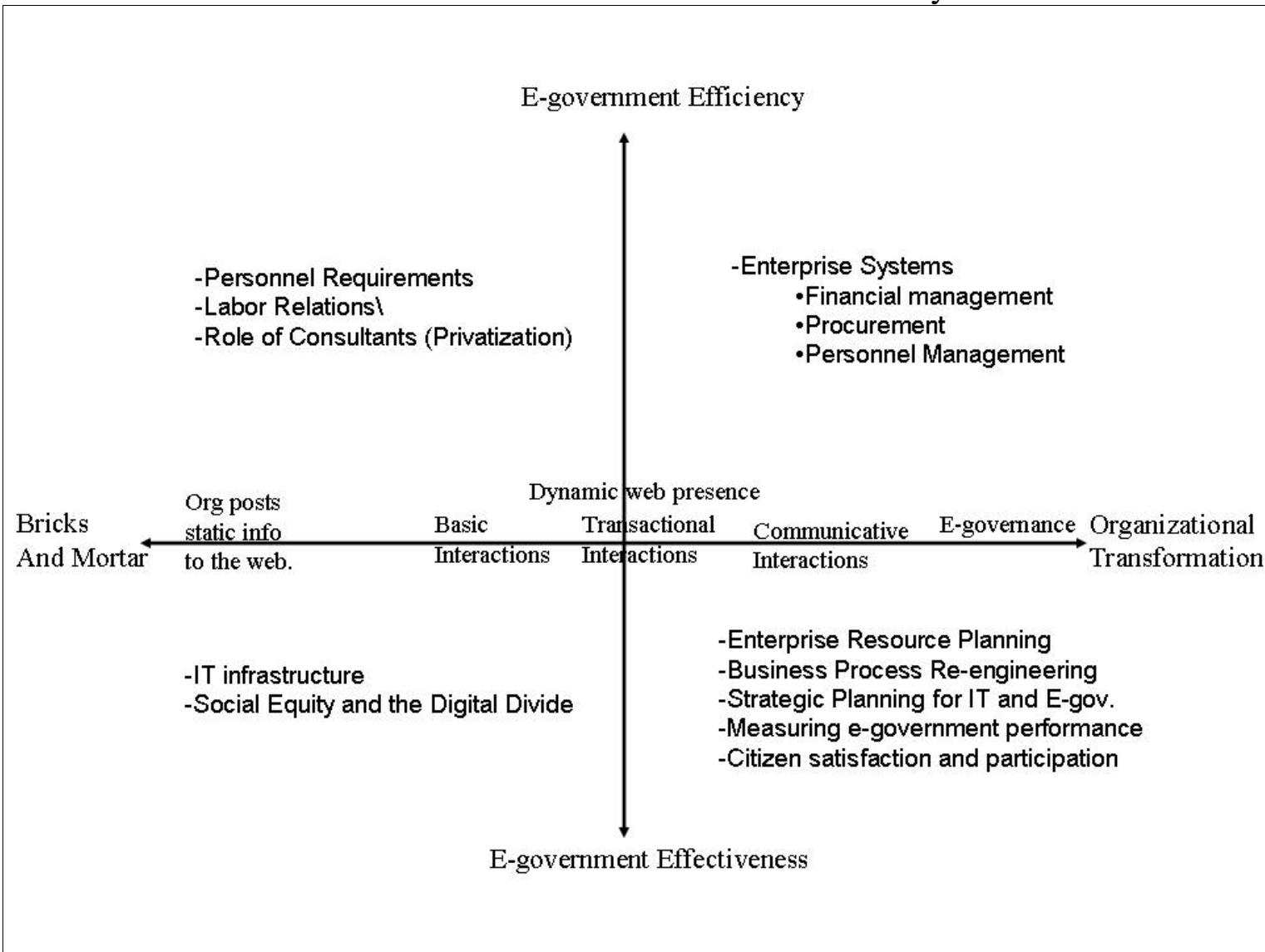
WEIMER, D.L. (1980). "CMIS Implementation: A Demonstration of Predictive Analysis." *Public Administration Review* 40(3): 231-240.

Traditional Government Bureaucracy and the Reality of Virtual Services



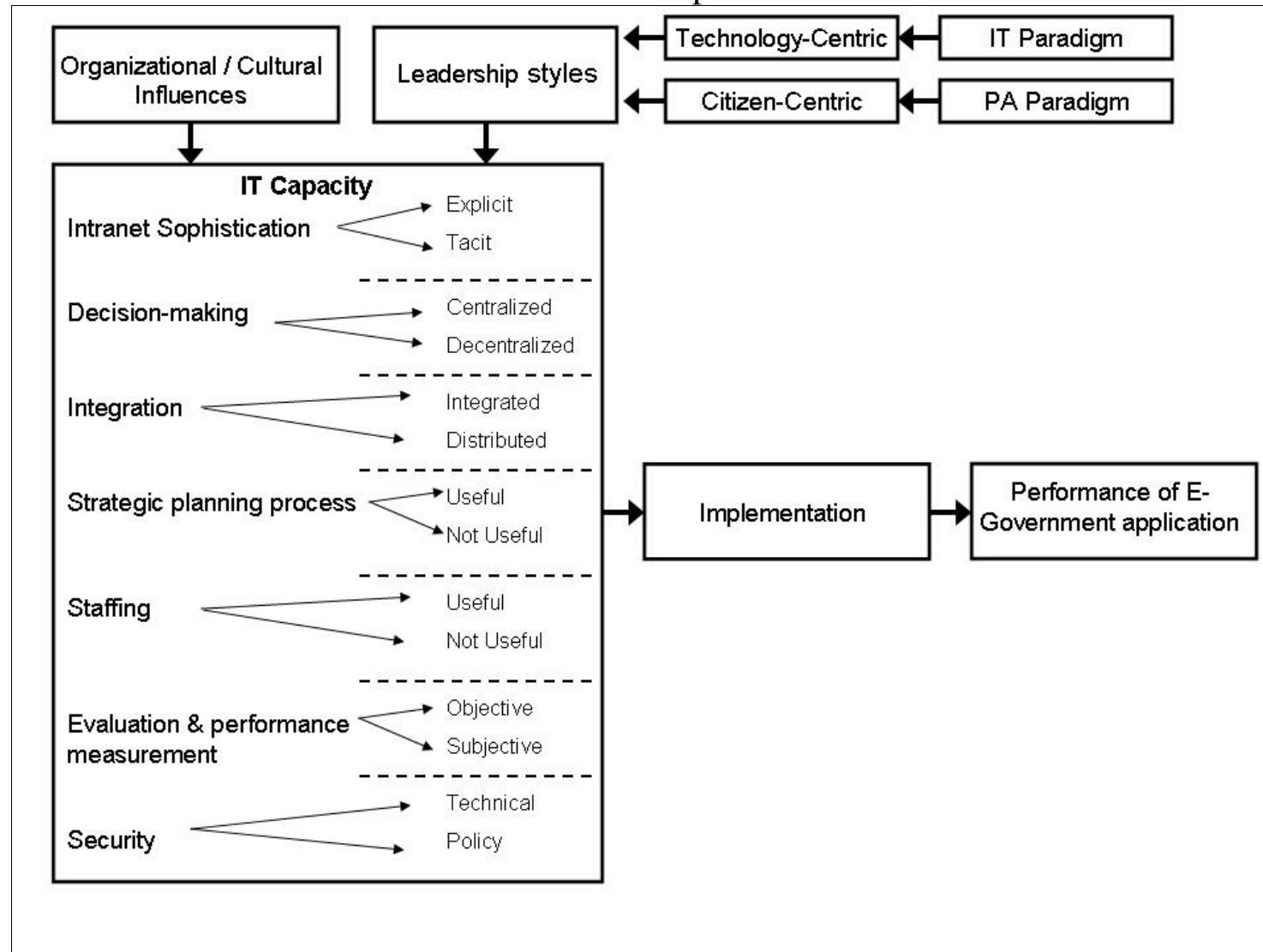
BLOOMBERG, M.R. (2003). Efficiency, Effectiveness, and Accountability: Improving the Quality of Life Through E-Government. City of New York.

E-Government Effectiveness and Efficiency



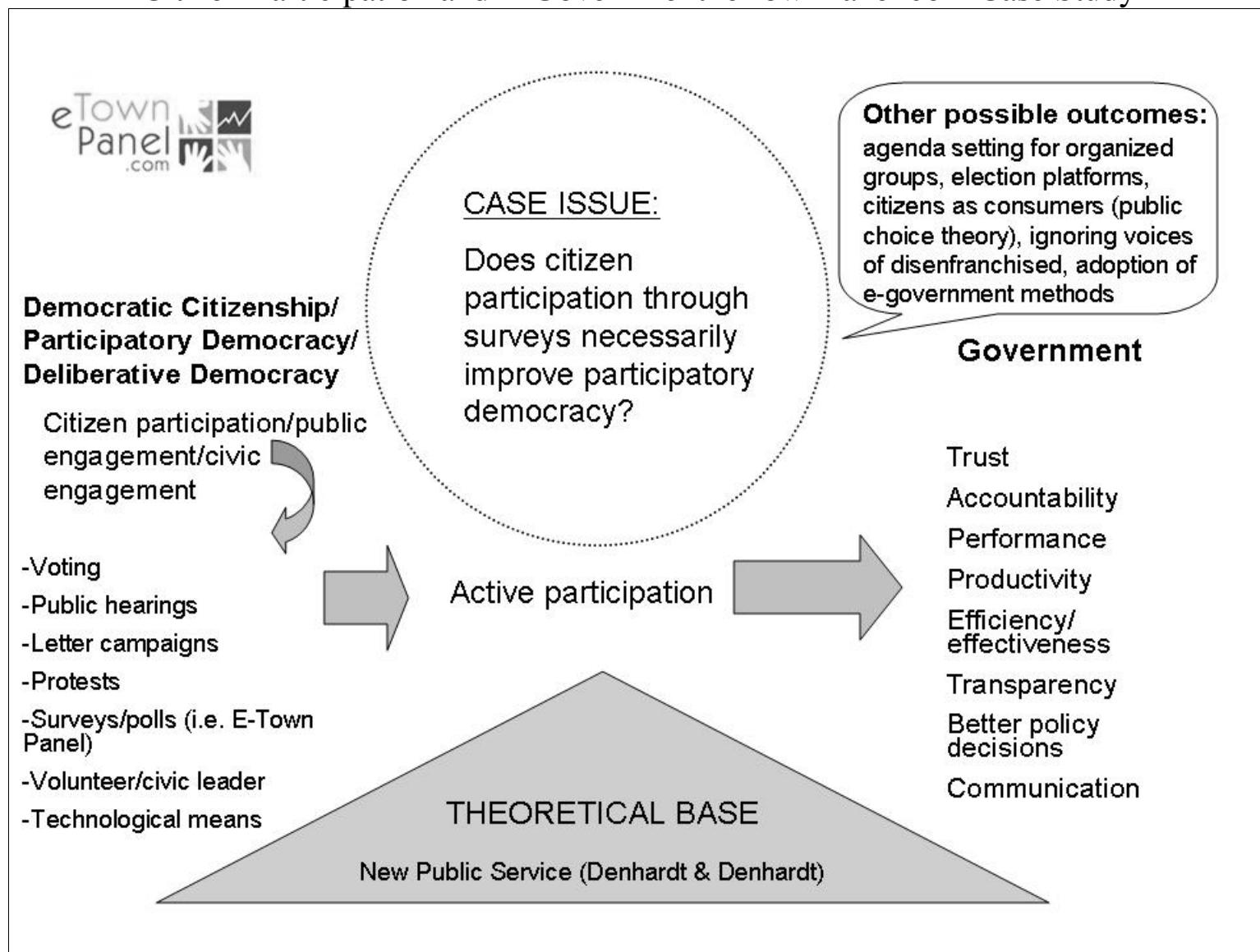
MELITSKI, J. (2002). School of Public Affairs and Administration, Rutgers University–Newark.

Electronic Government Implementation Model



MELITSKI, J. (2003). "Capacity and E-government Performance: An Analysis Based on Early Adopters of Internet Technologies in New Jersey." Public Productivity & Management Review 26(4): 377-378.

Citizen Participation and E-Government: eTownPanel.com Case Study



SCHATTEMAN, A. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

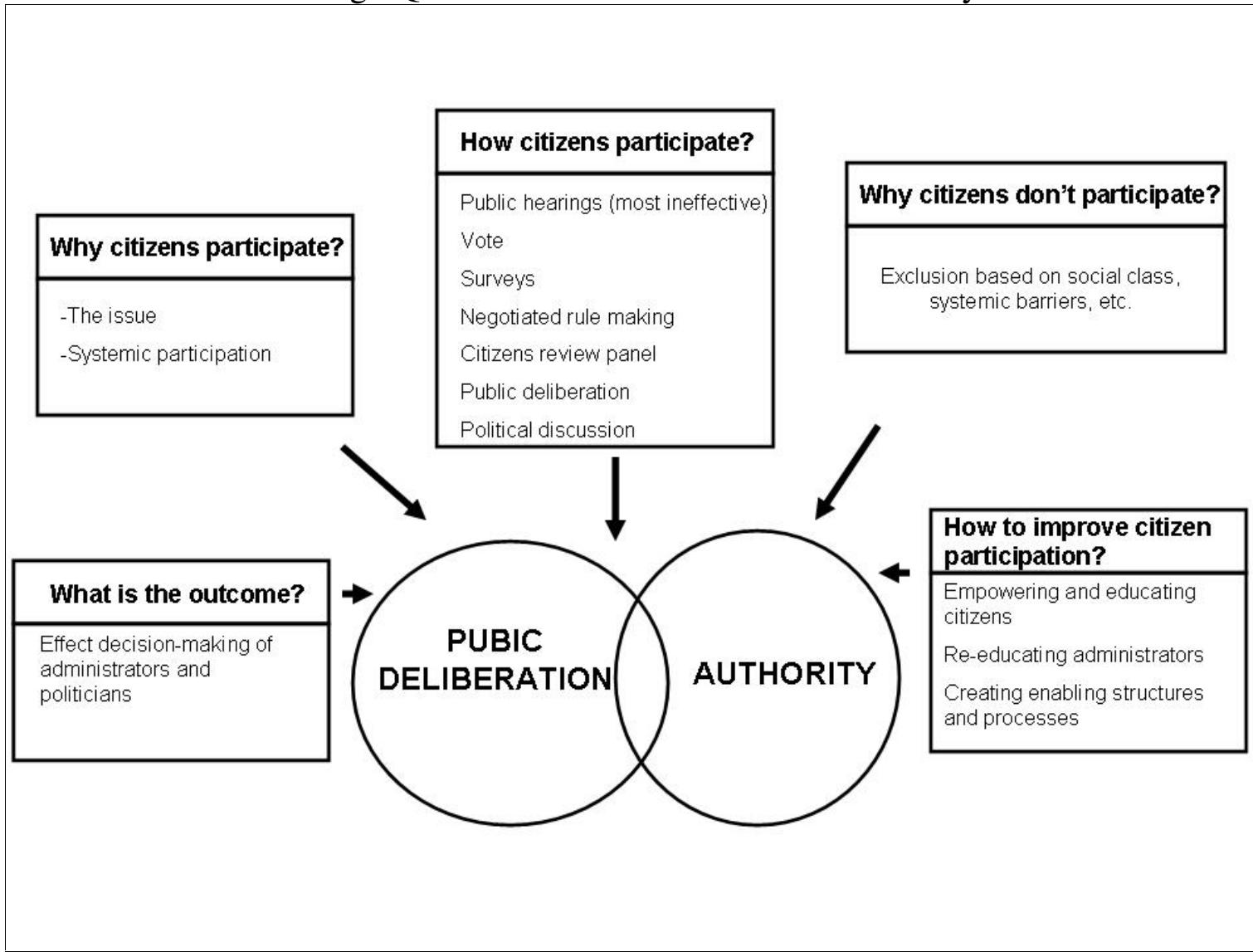
CHAPTER 4 Building Partnerships

Public managers manage public goods with the public interest in mind. Citizens are the public. But citizens may have preferences and interests that diverge from the assumed public interest that managers have in mind. There are a multitude of initiatives in western countries in general, and in the United States in particular, that are intended to refocus the missions of public agencies around citizens' interests. A closer identification of interests between citizens and government is the goal. Agency-citizen partnerships would enhance legitimacy, which in turn would increase effectiveness, citizen satisfaction, and trust. All these issues are covered in this chapter.

The first step is to create deliberative spaces in public organizations. There are many different forms that citizen participation can take. Choices, even choices that seem purely technical, such as participant selection methods, are normatively based and have potentially important influences on citizens' trust in agencies and citizen satisfaction with the delivery of public services. As this chapter illustrates, the success of strong government-citizen partnerships is measured by more than the number of attendees at public forums.

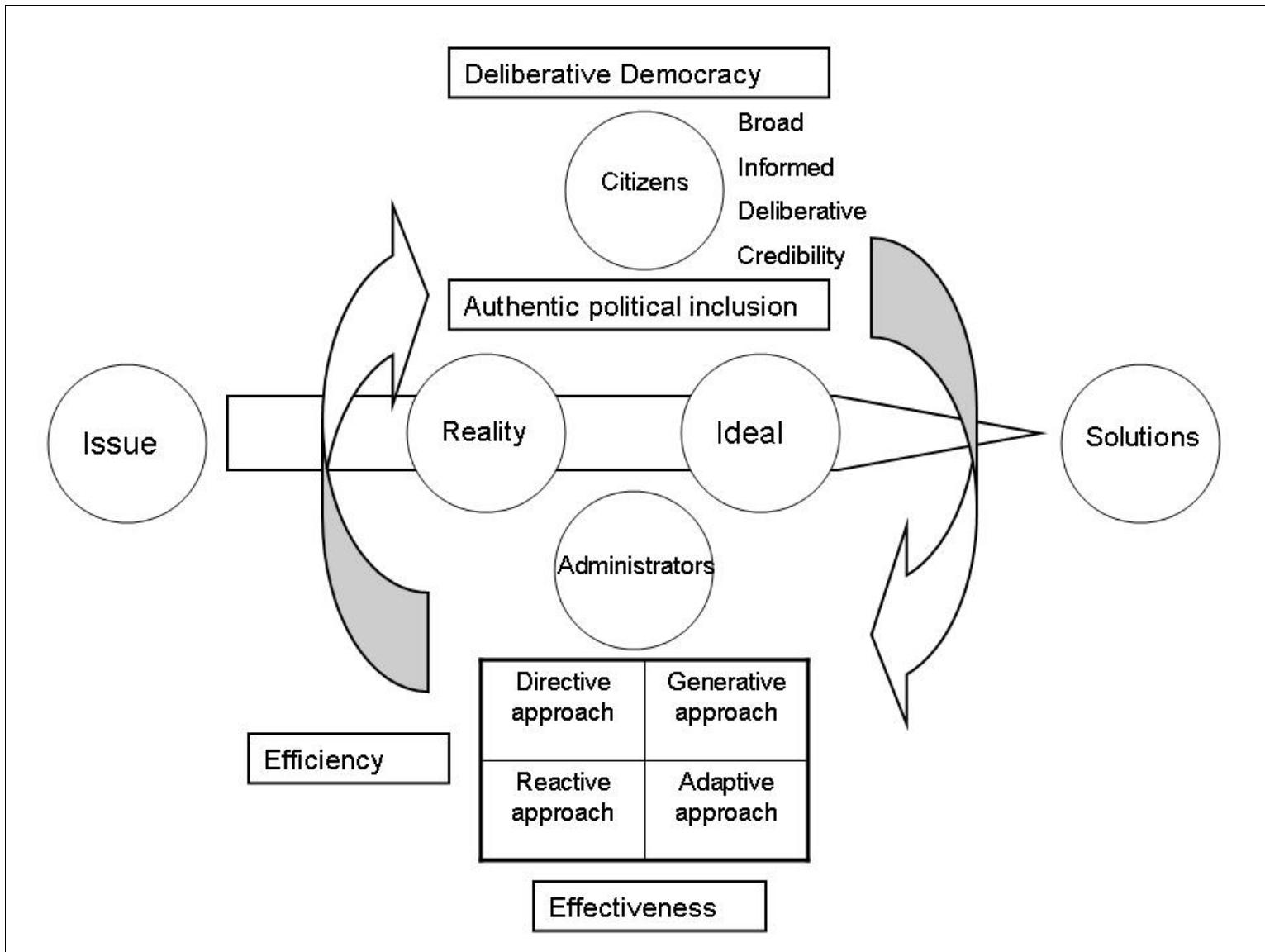
Although Chapter 5 covers performance measurement at length, we introduce citizen-centered performance measurement in Chapter 4. Despite its name, citizen-centered performance measurement is more about citizen consultation than technicalities that emanate from experience and academic research on performance measurement. This chapter concludes with several diagrams that present an illustrative case of citizen-government partnership in Des Moines, Iowa. The very nature of public services makes citizen assessment arduous. Public sector performance is viewed through different dimensions (effectiveness, efficiency, and social equity), and because citizens cannot be consulted on a day-to-day basis, citizen-centered performance measurement is a way for citizens to make their preferences known and, indeed, followed in a government's daily operations.

Tough Questions about Deliberative Democracy



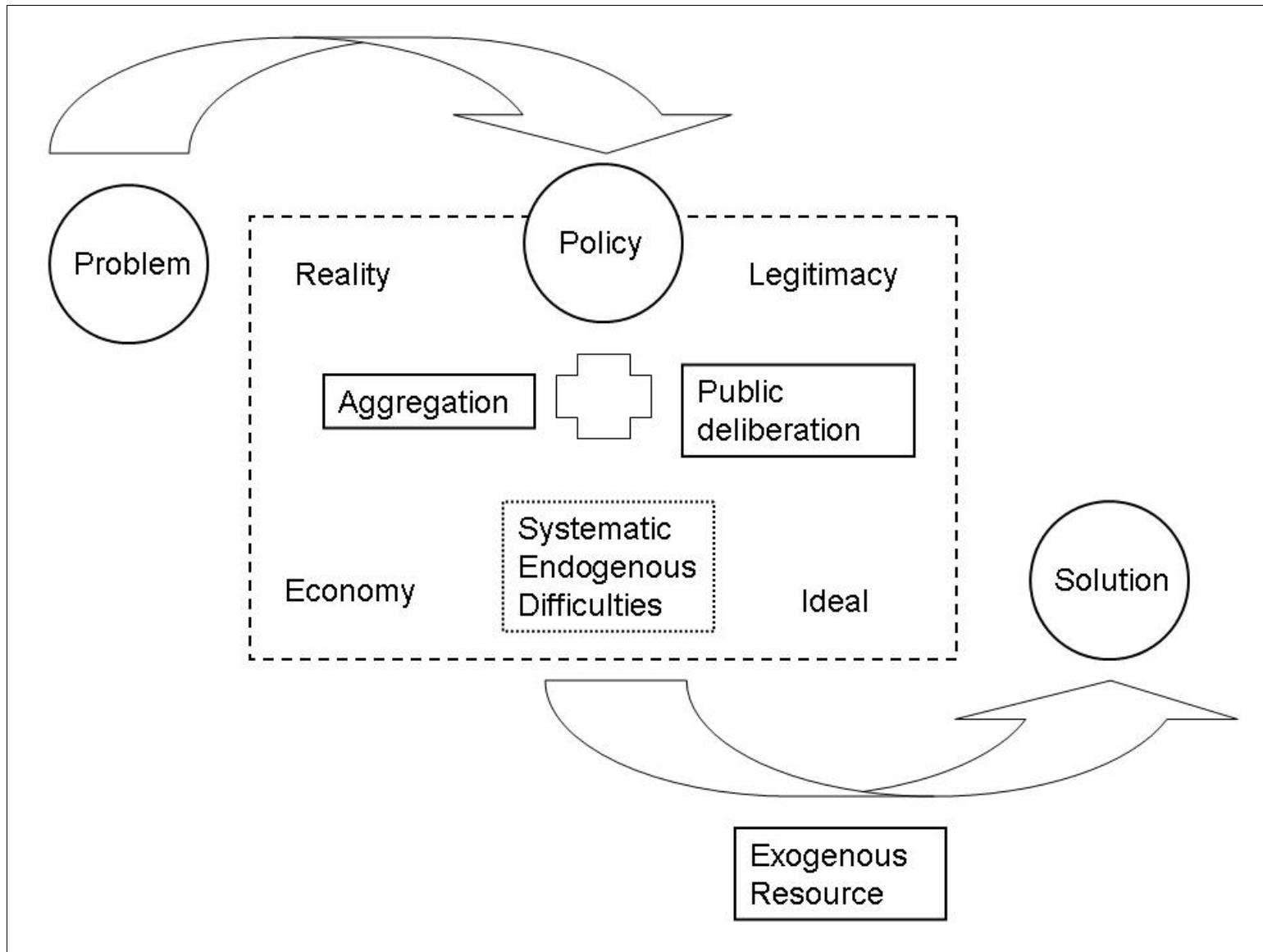
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Introduction to Public Deliberation



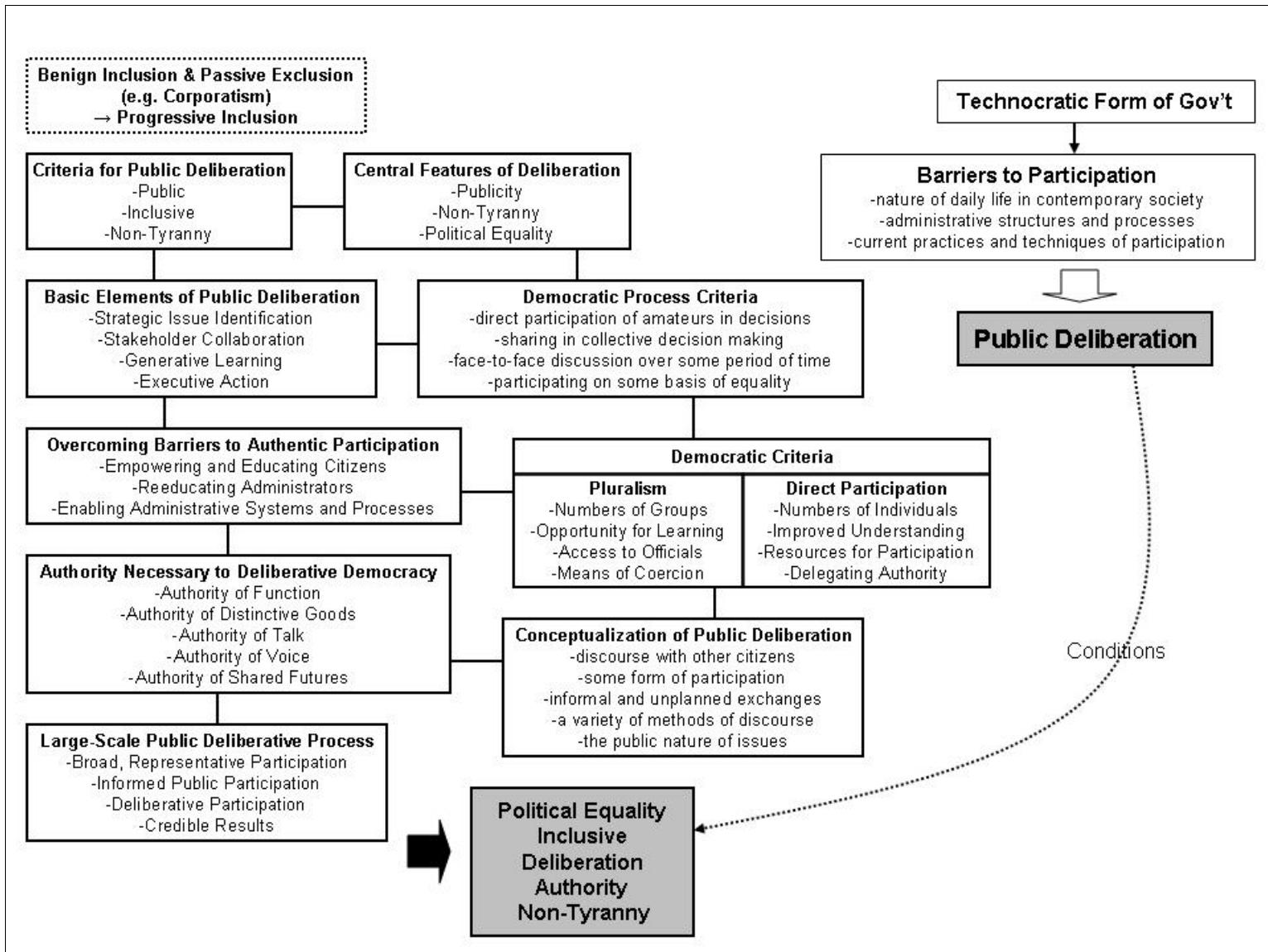
KIM, C. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Effects of Public Deliberation and Critics



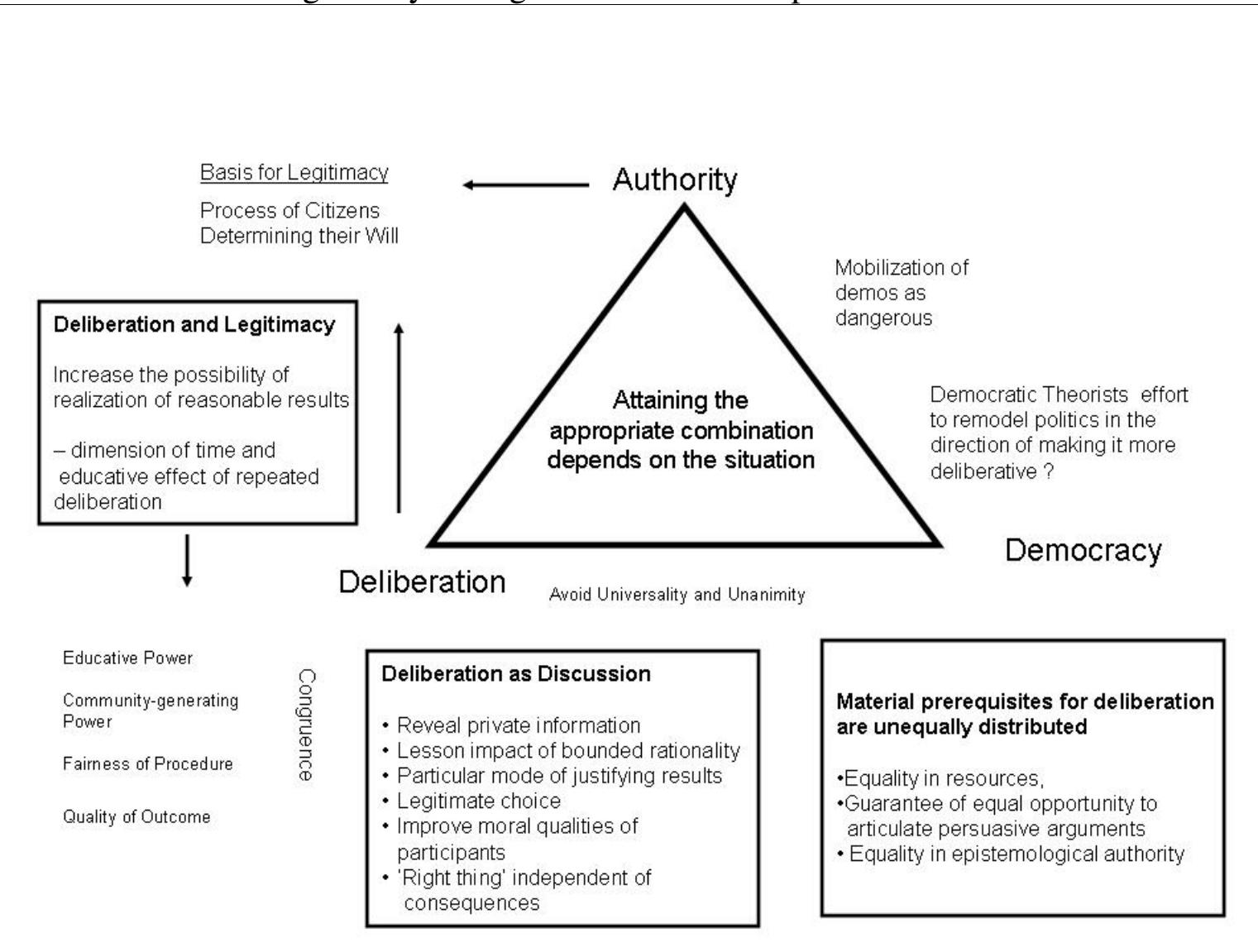
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Conditions of Public Deliberation



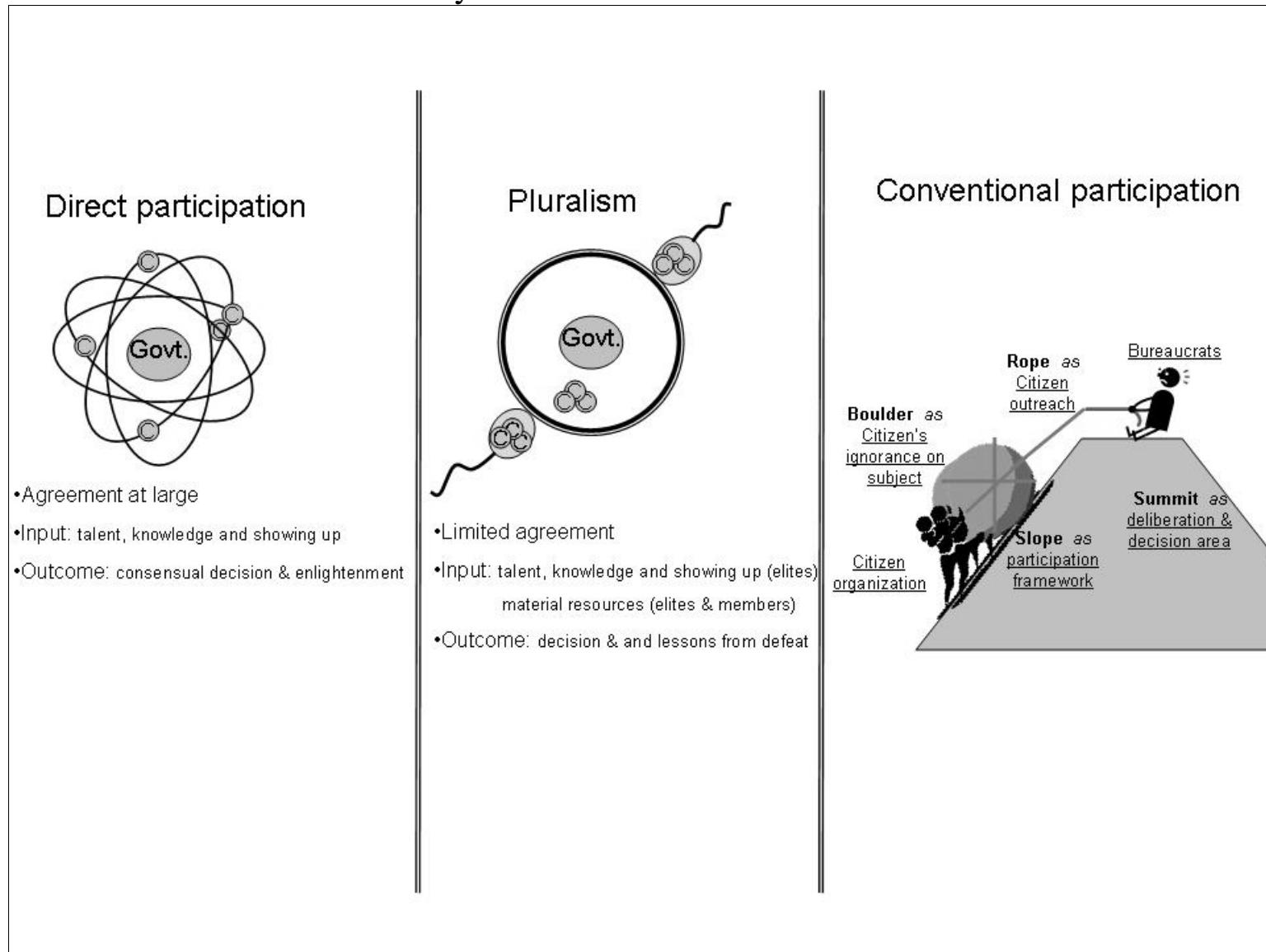
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Legitimacy during the Citizen Participation Process



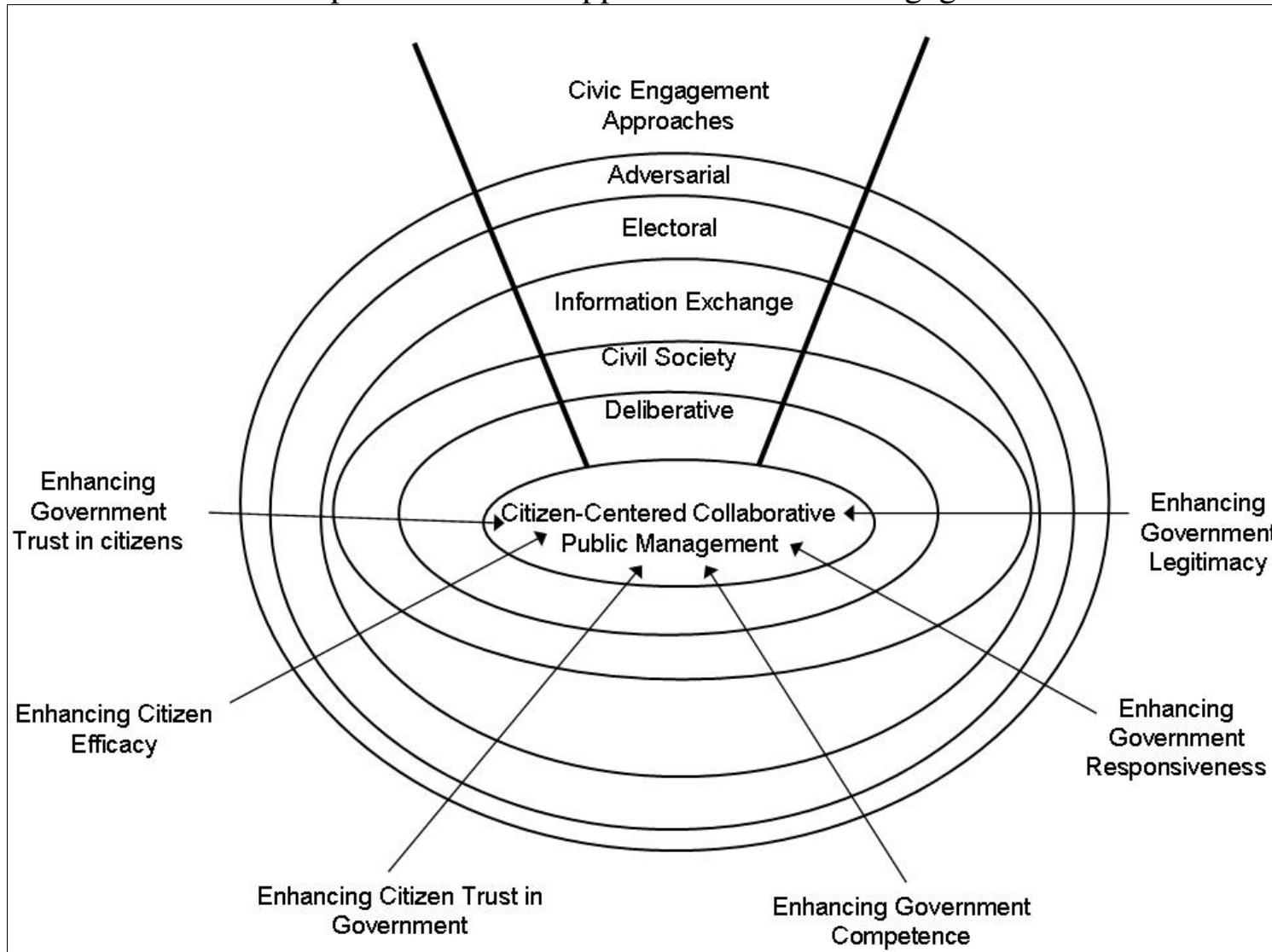
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Many Forms of Public Deliberation



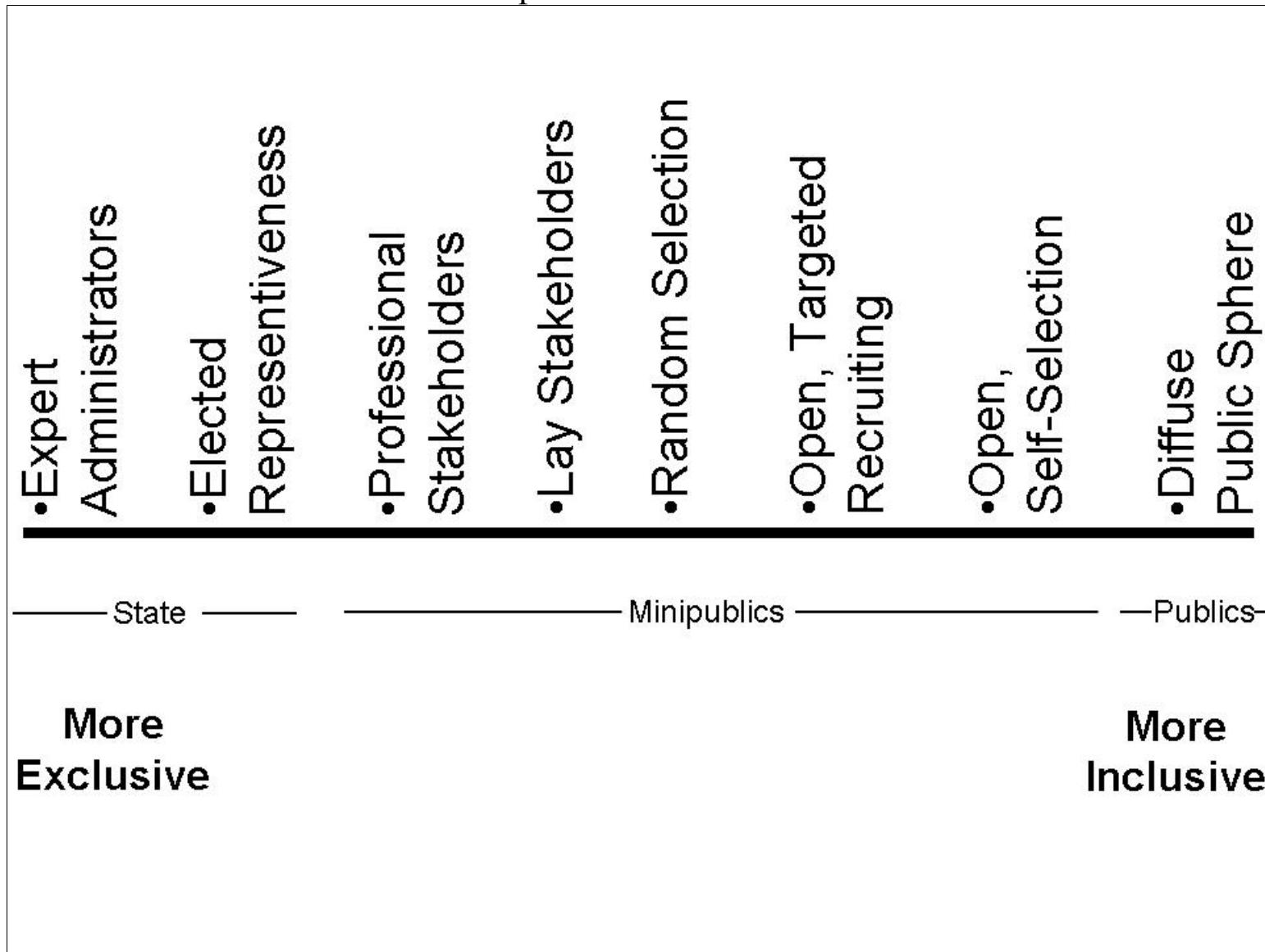
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Conceptual Model of Approaches to Civic Engagement



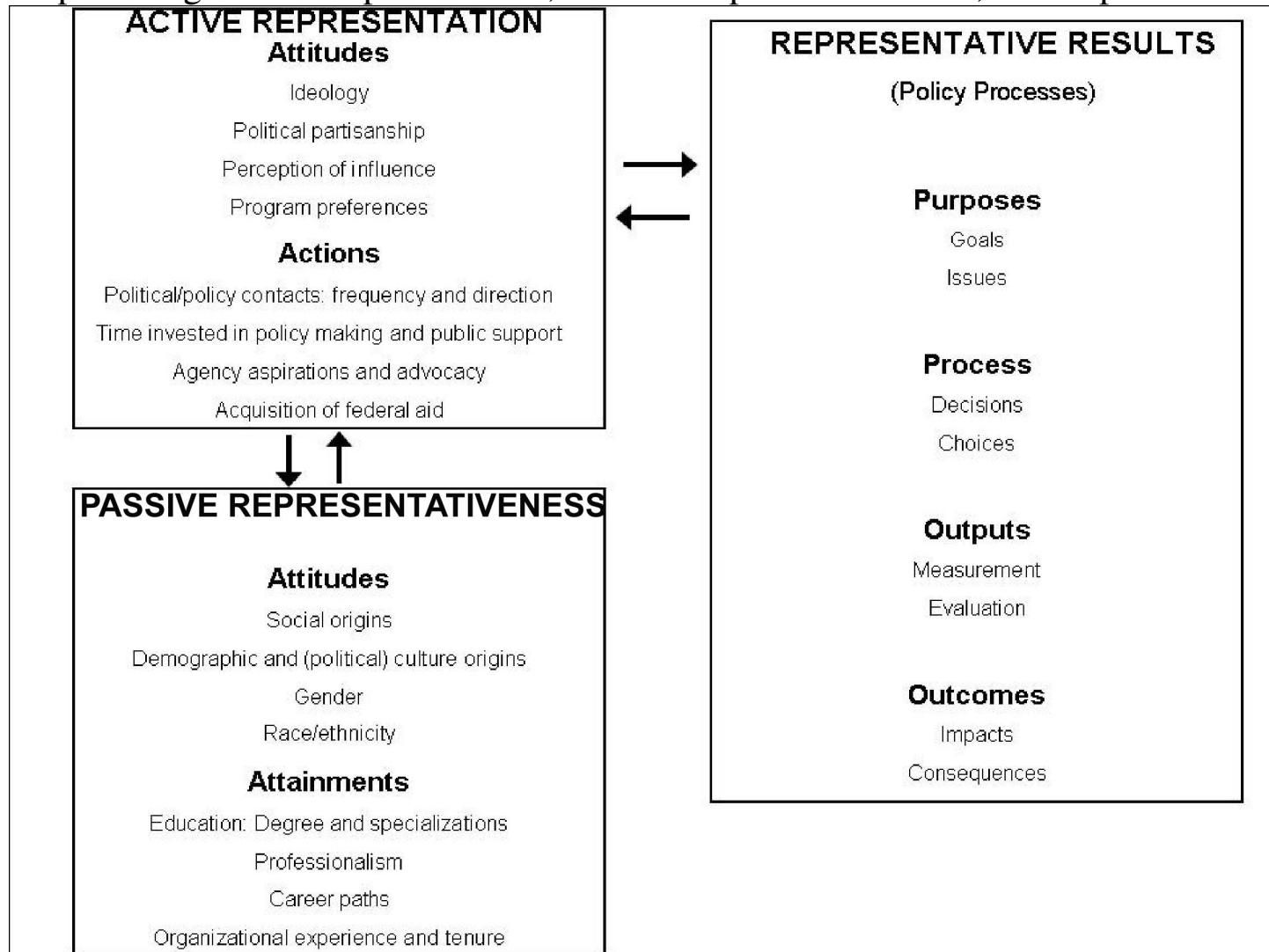
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Participant Selection Methods



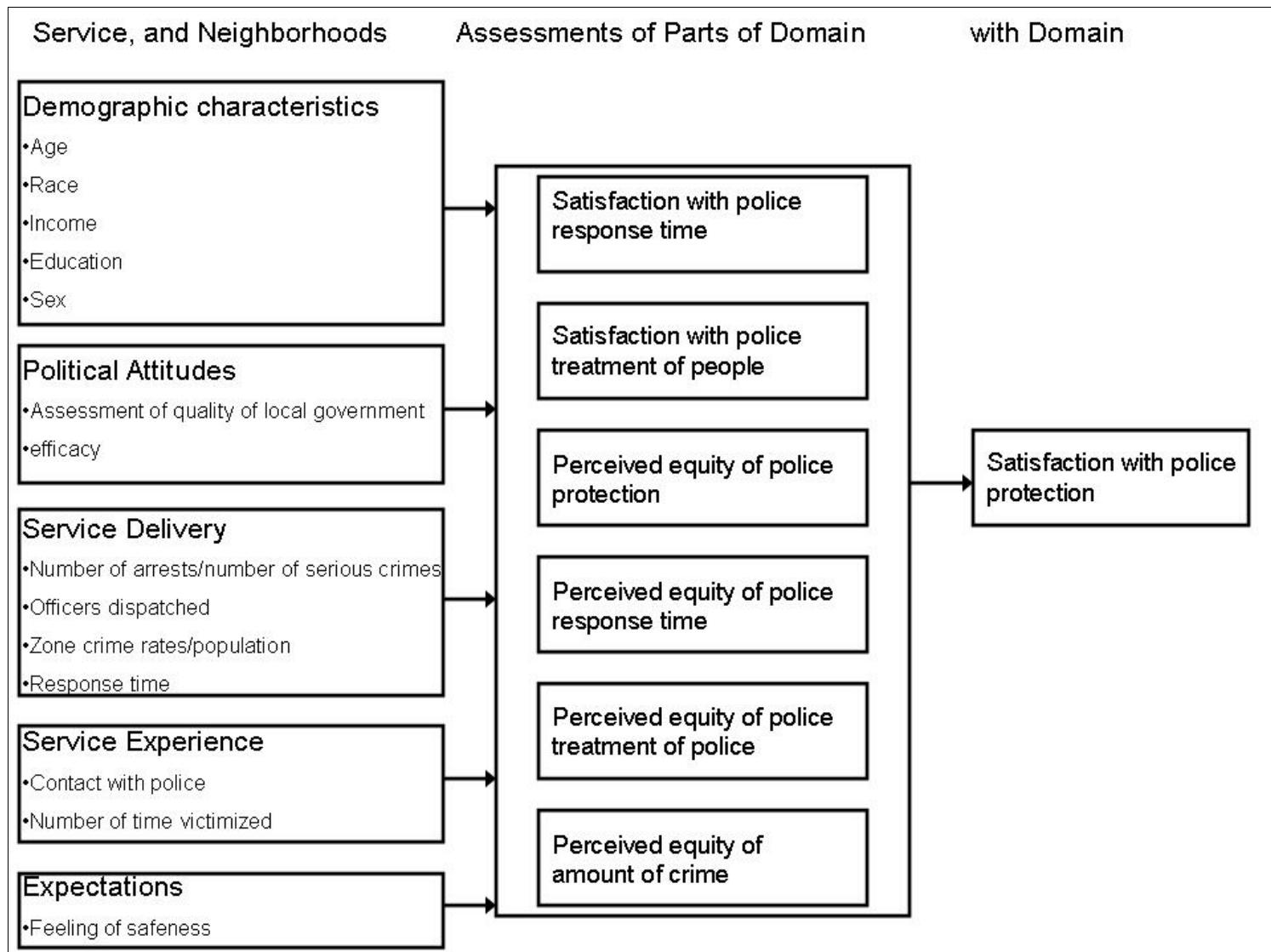
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Relationships among Active Representation, Passive Representativeness, and Representative Results



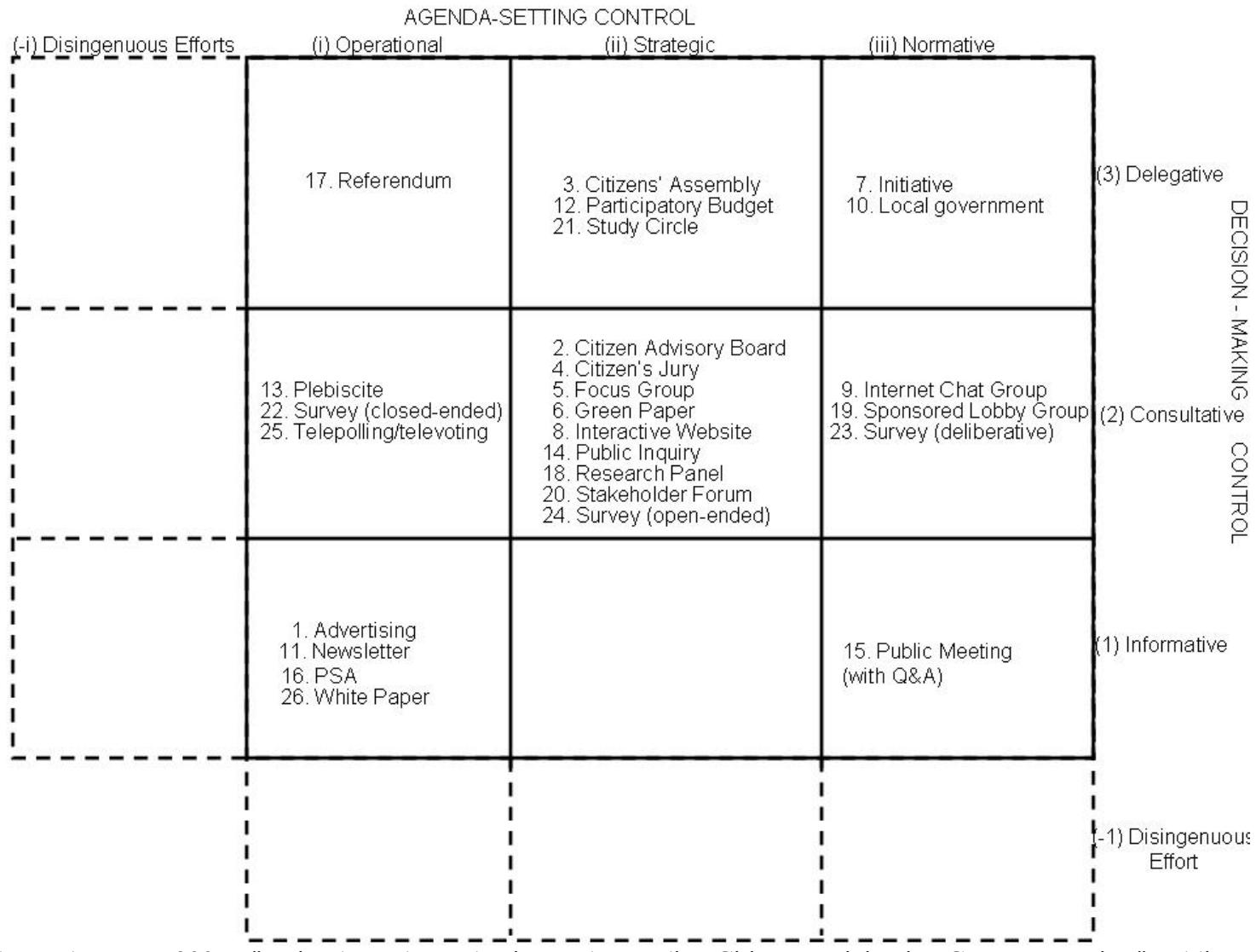
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Model of Citizen Satisfaction



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Matrix of Control



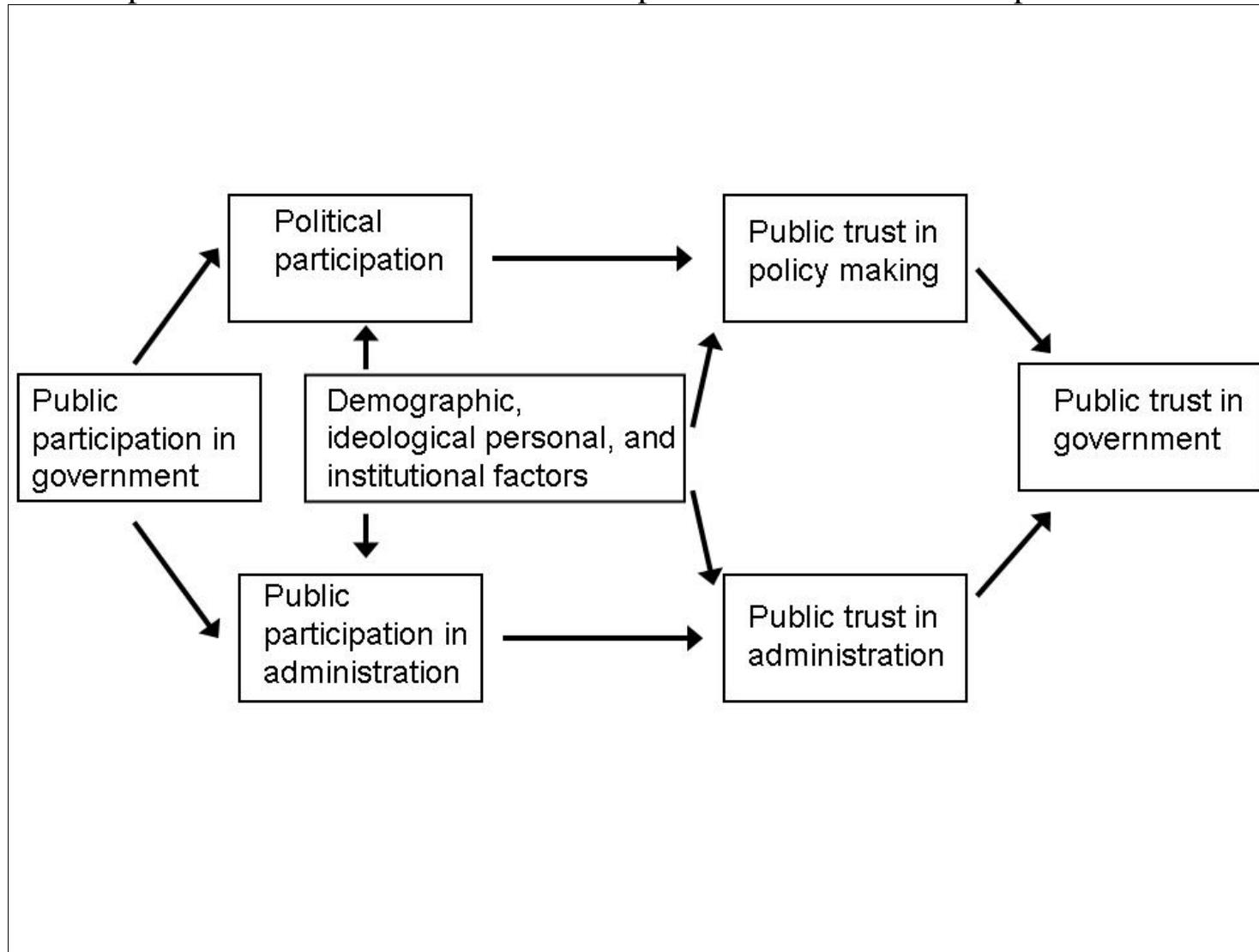
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Leadership Quality and Citizen Participation Game First-Round Outcomes

CITIZEN LEADERSHIP QUALITY	STATE OFFICIAL LEADERSHIP QUALITY		
	(i) Veteran	(ii) Novice	(iii) Rookie
	17. Referendum	3. Citizens' Assembly 12. Participatory Budget 21. Study Circle	7. Initiative 10. Local government
	13. Plebiscite 22. Survey (closed-ended) 25. Telepolling/televoting	2. Citizen Advisory Board 4. Citizen's Jury 5. Focus Group 6. Green Paper 8. Interactive Website 14. Public Inquiry 18. Research Panel 20. Stakeholder Forum 24. Survey (open-ended)	9. Internet Chat Group 19. Sponsored Lobby Group 23. Survey (deliberative)
(3) Veteran	1. Advertising 11. Newsletter 16. PSA 26. White Paper	15. Public Meeting (with Q&A)	
(2) Novice			
(1) Rookie			

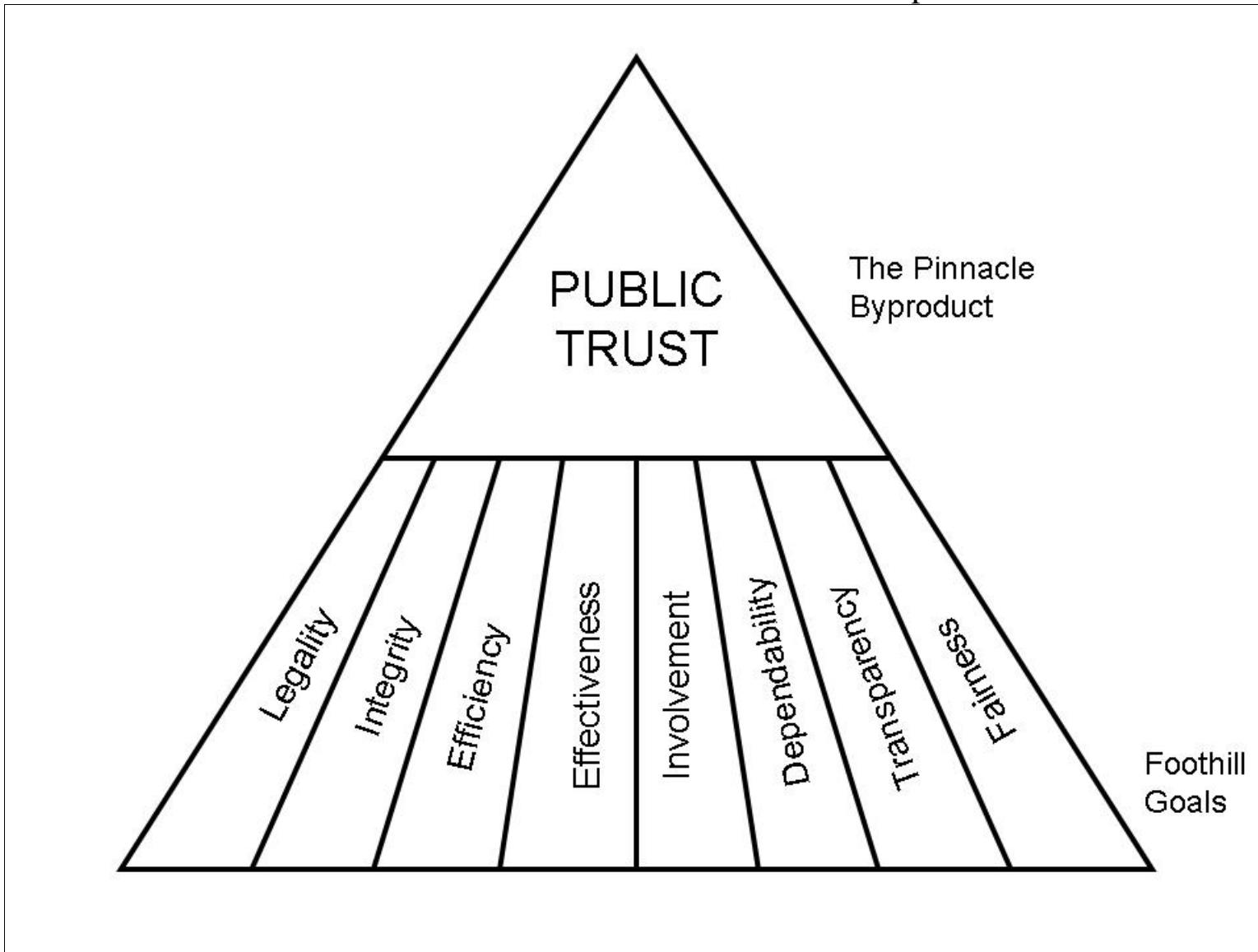
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A Comprehensive Model of Public Participation and Its Relationship to Public Trust



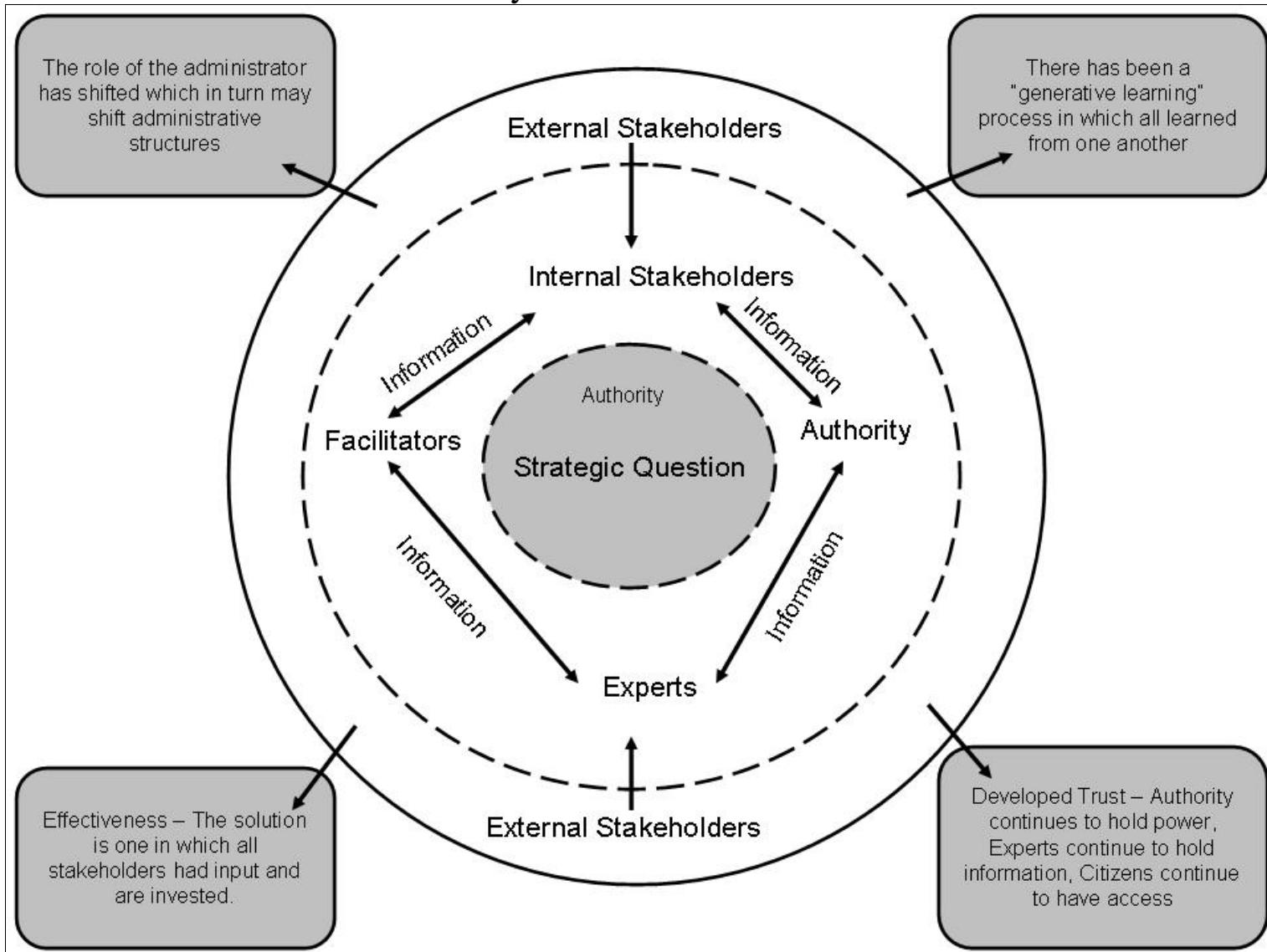
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The Mountain of Public Administration Purpose



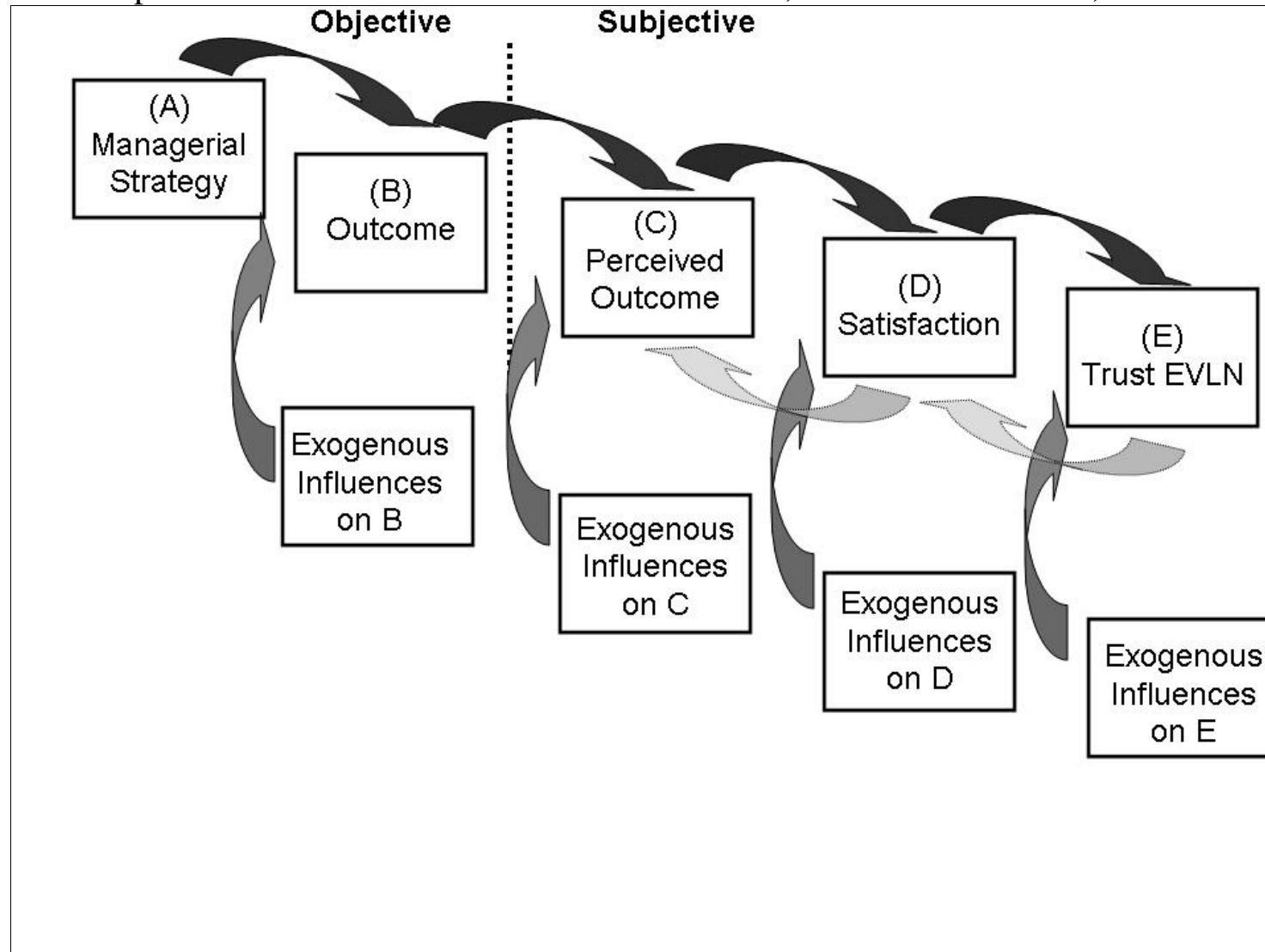
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The Utility of a Collaborative Process



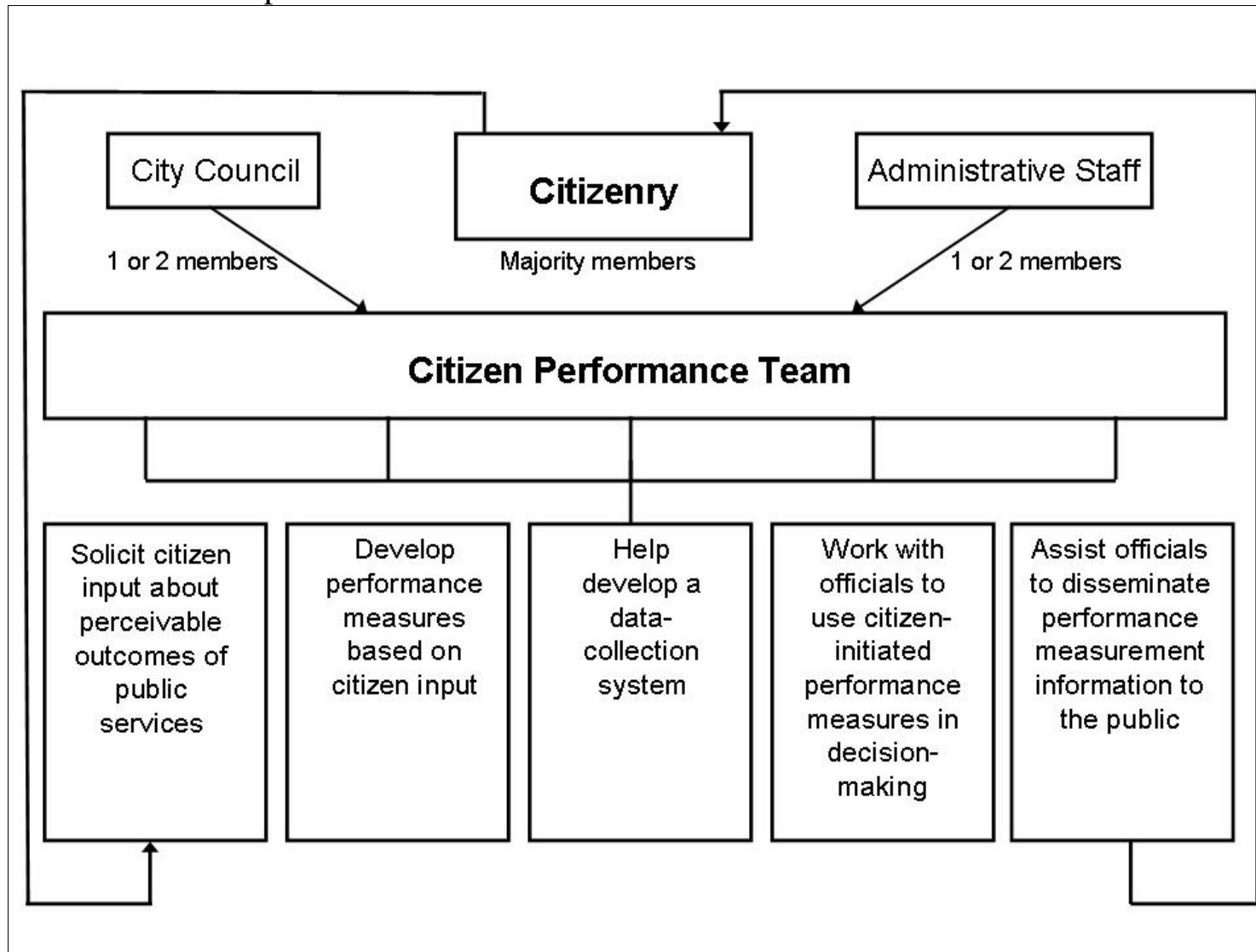
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Conceptual Framework: Government Performance, Citizen Satisfaction, and Trust



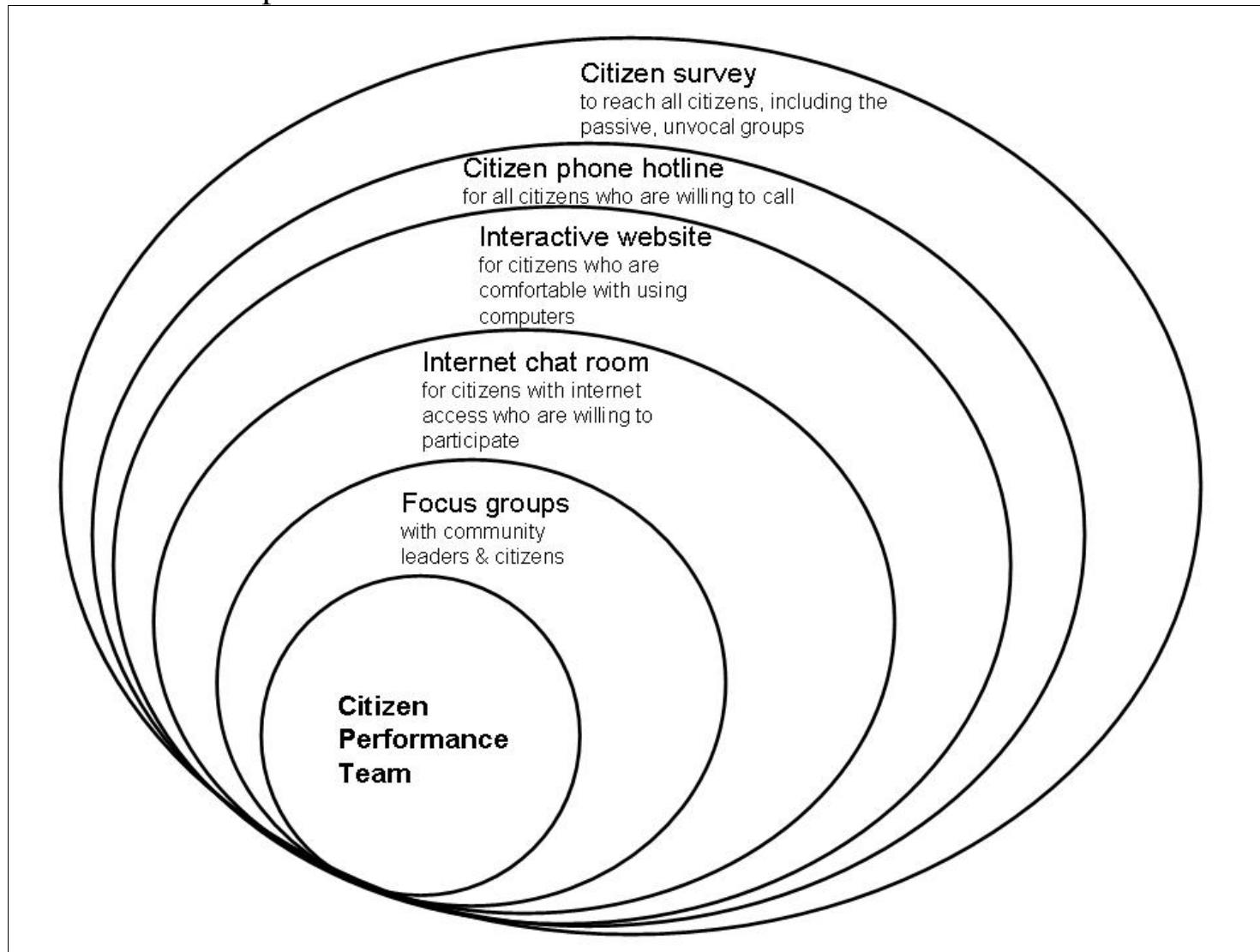
VAN RYZIN, G. G. (2007). "Pieces of a Puzzle: Linking Government Performance, Citizen Satisfaction, and Trust." *Public Performance & Management Review* 30(4): 521–535.

The Conceptual Framework of Citizen-Initiated Performance Assessment



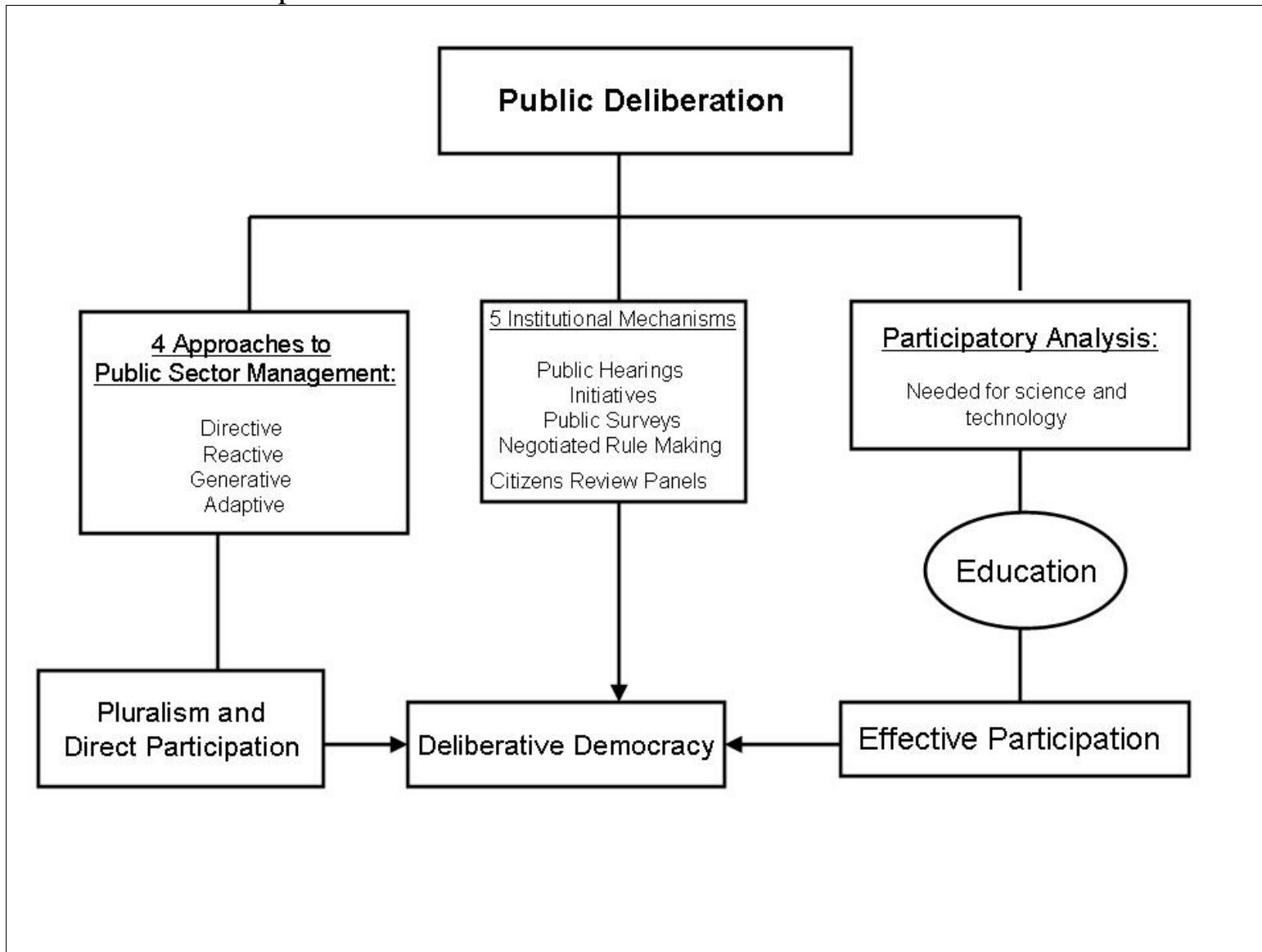
HO, A. and P. Coates. (2004). "Citizen-Initiated Performance Assessment: The Initial Iowa Experience." Public Productivity & Management Review 27(3): 32.

The Conceptual Framework of Citizen-Initiated Performance Assessment



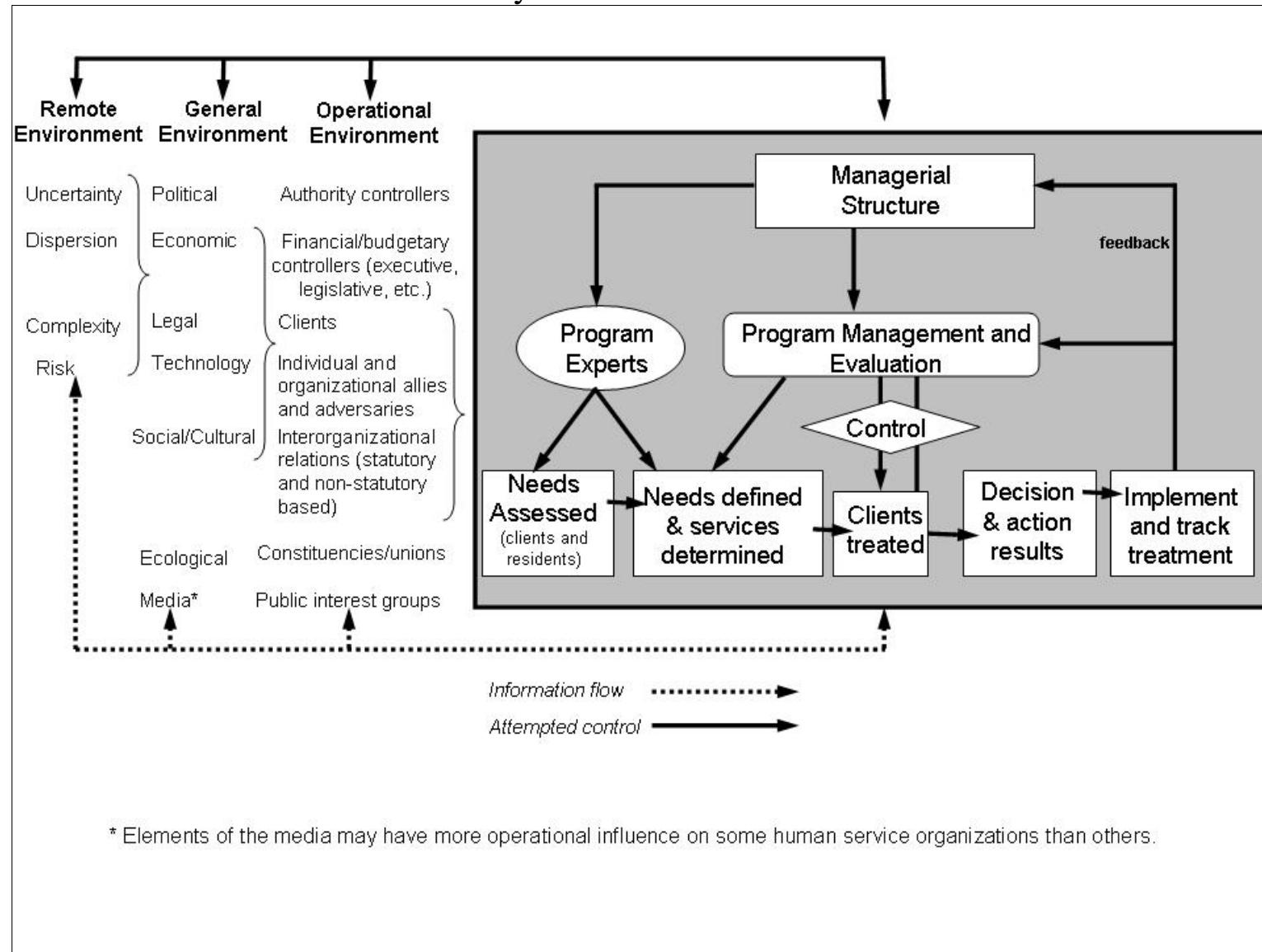
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The Conceptual Framework of Citizen-Initiated Performance Assessment



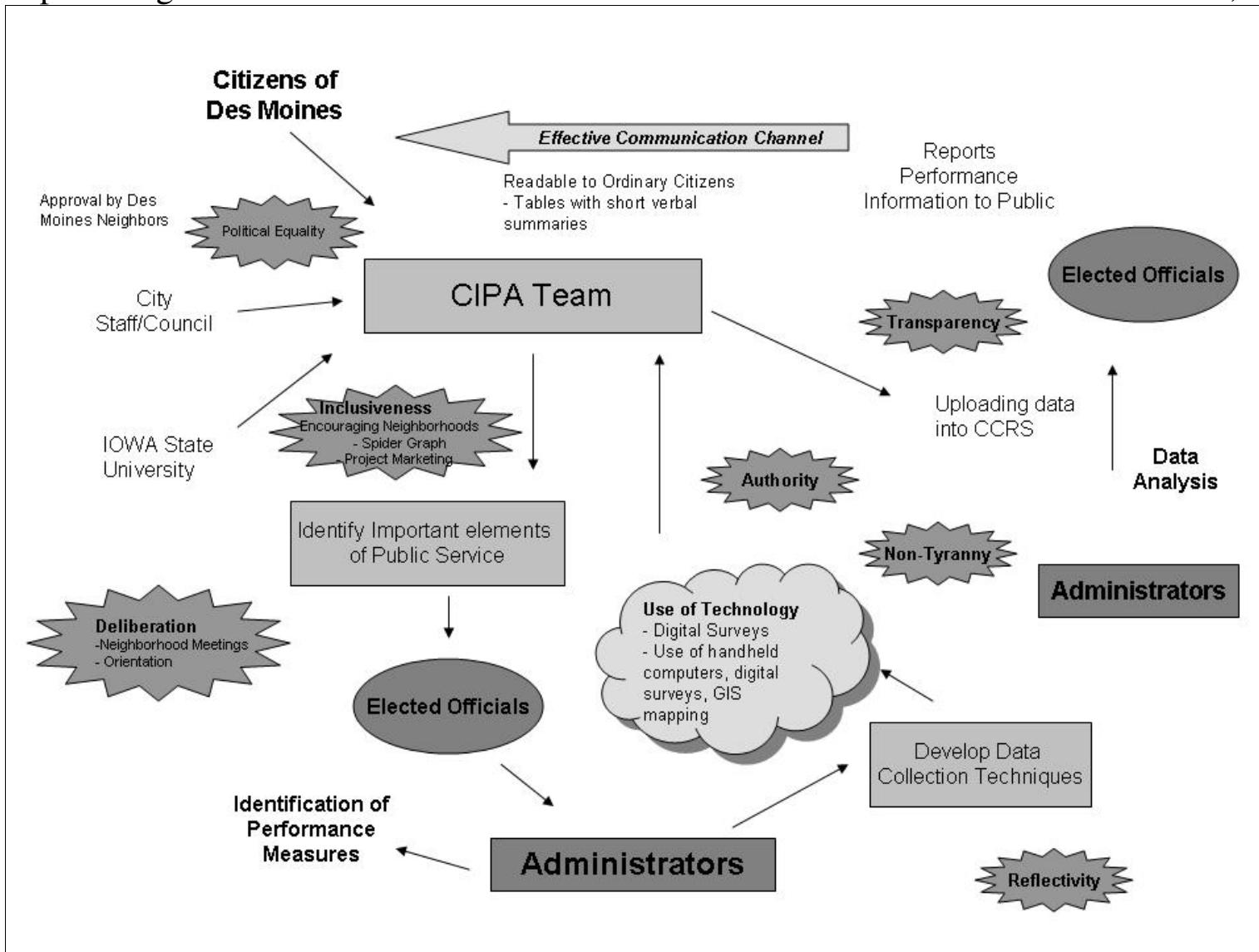
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The Utility of a Collaborative Process



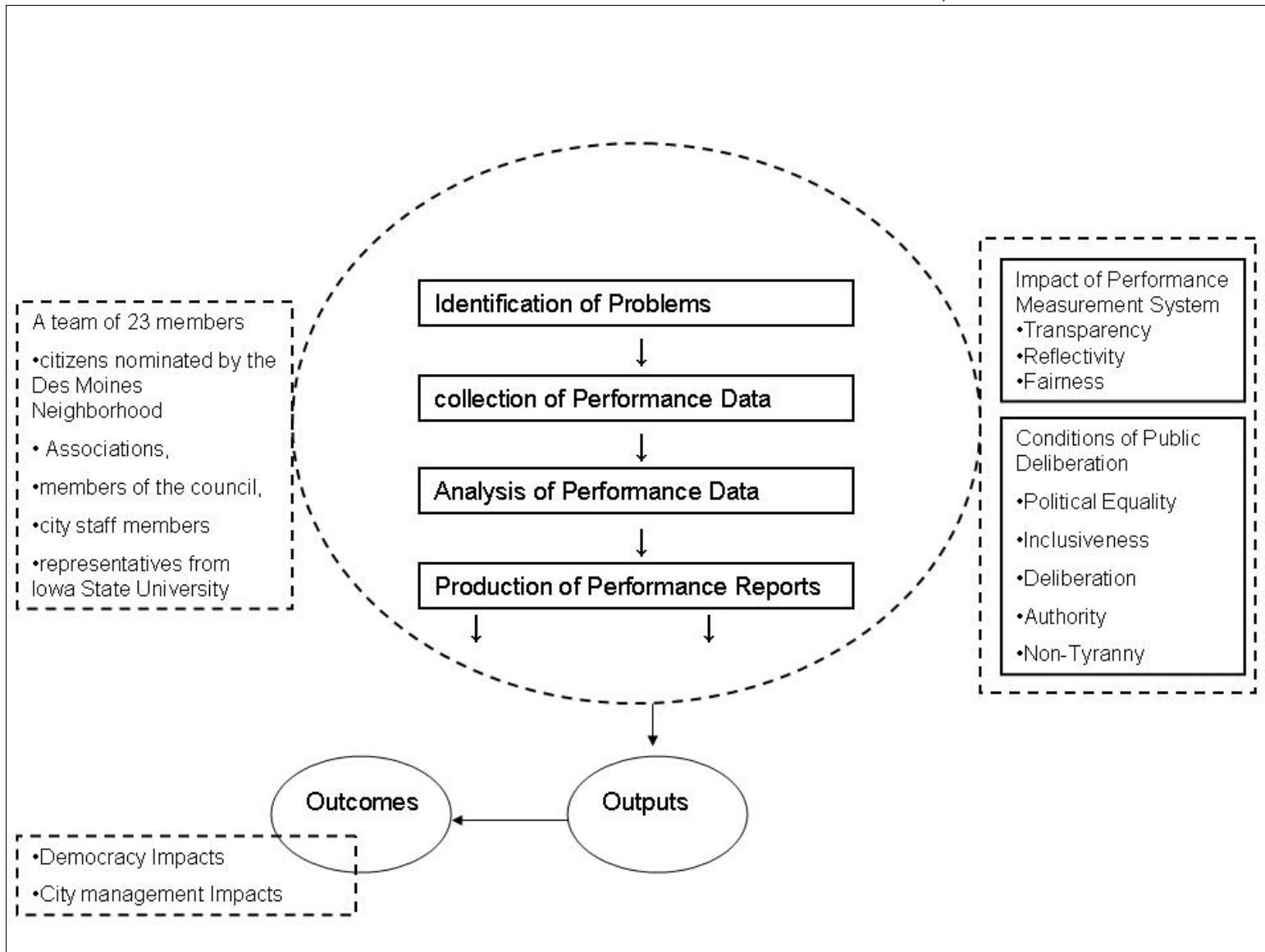
BROMBERG, D. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Empowering Citizens to Assist in Performance Measurement: The Case of Des Moines, IA



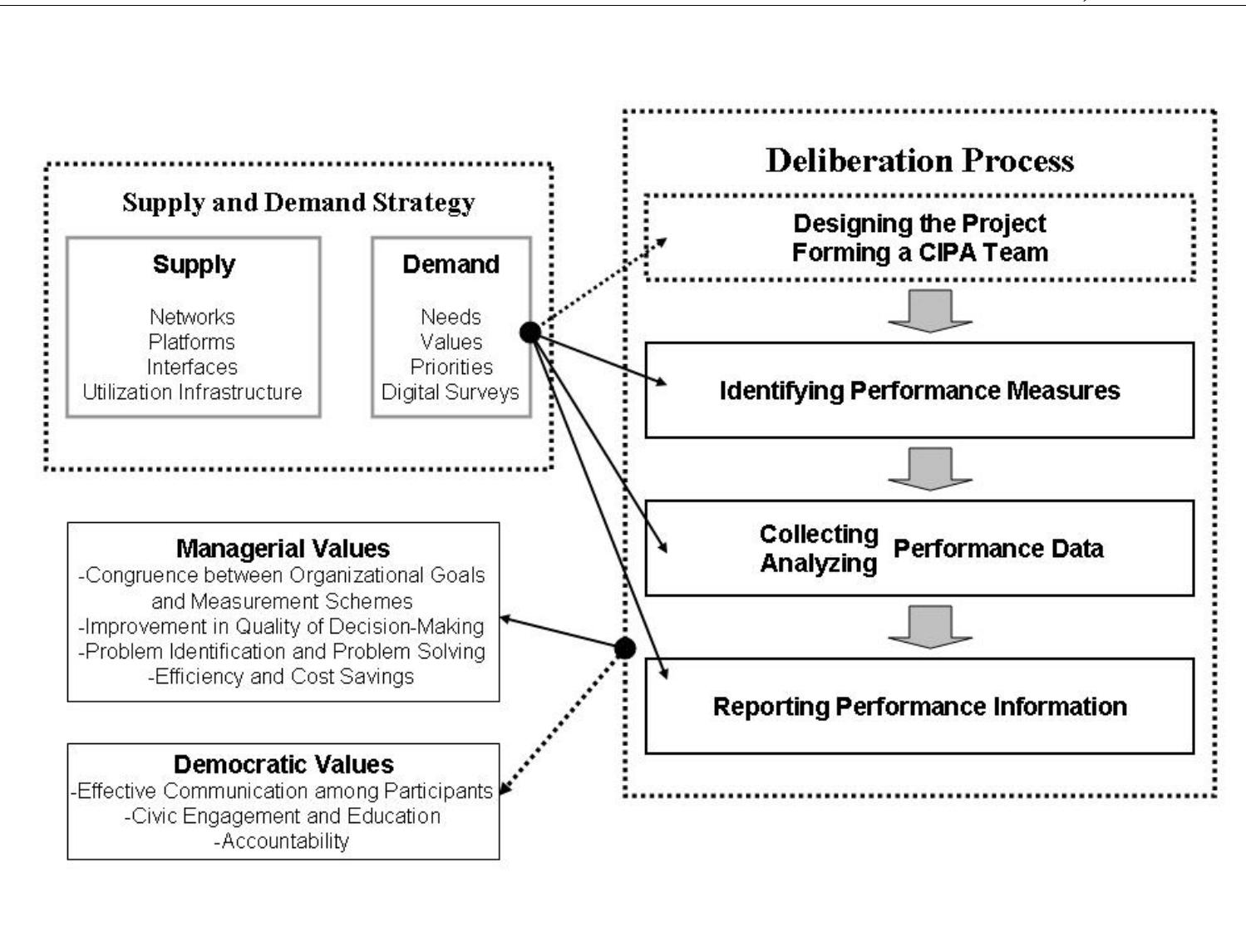
MAHOHARAN, A. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Citizen Involvement: The Case of Des Moines, IA



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Citizen-Initiated Performance Assessment: The Case of Des Moines, IA



KWAK, S. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Citizen-Initiated Performance Assessment (CIPA)

Des Moines, Iowa

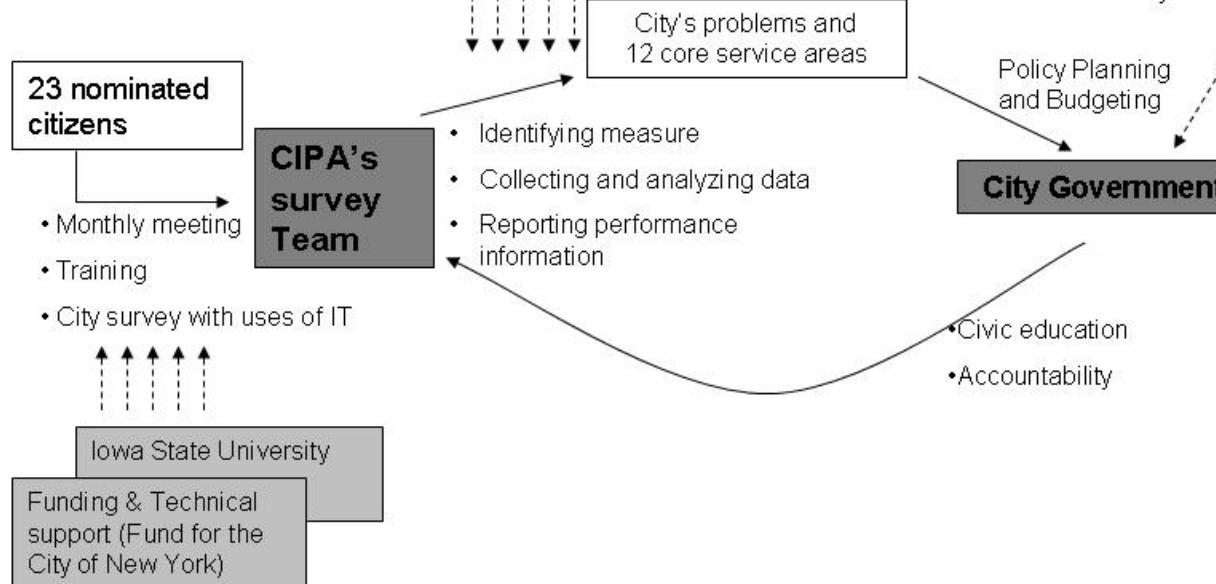
- 198,682 population
- 82.3% White
- 21.8% college degree

Characteristics of Participation

- Equality of participation
- Inclusiveness people from all groups
- No domination of policy venue
- Reflective community concern
- Effective communication



Spider-graph for ensuring fairness/representation of citizens from all groups



KRUEATHEP, W. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

CHAPTER 5 Measuring for Performance

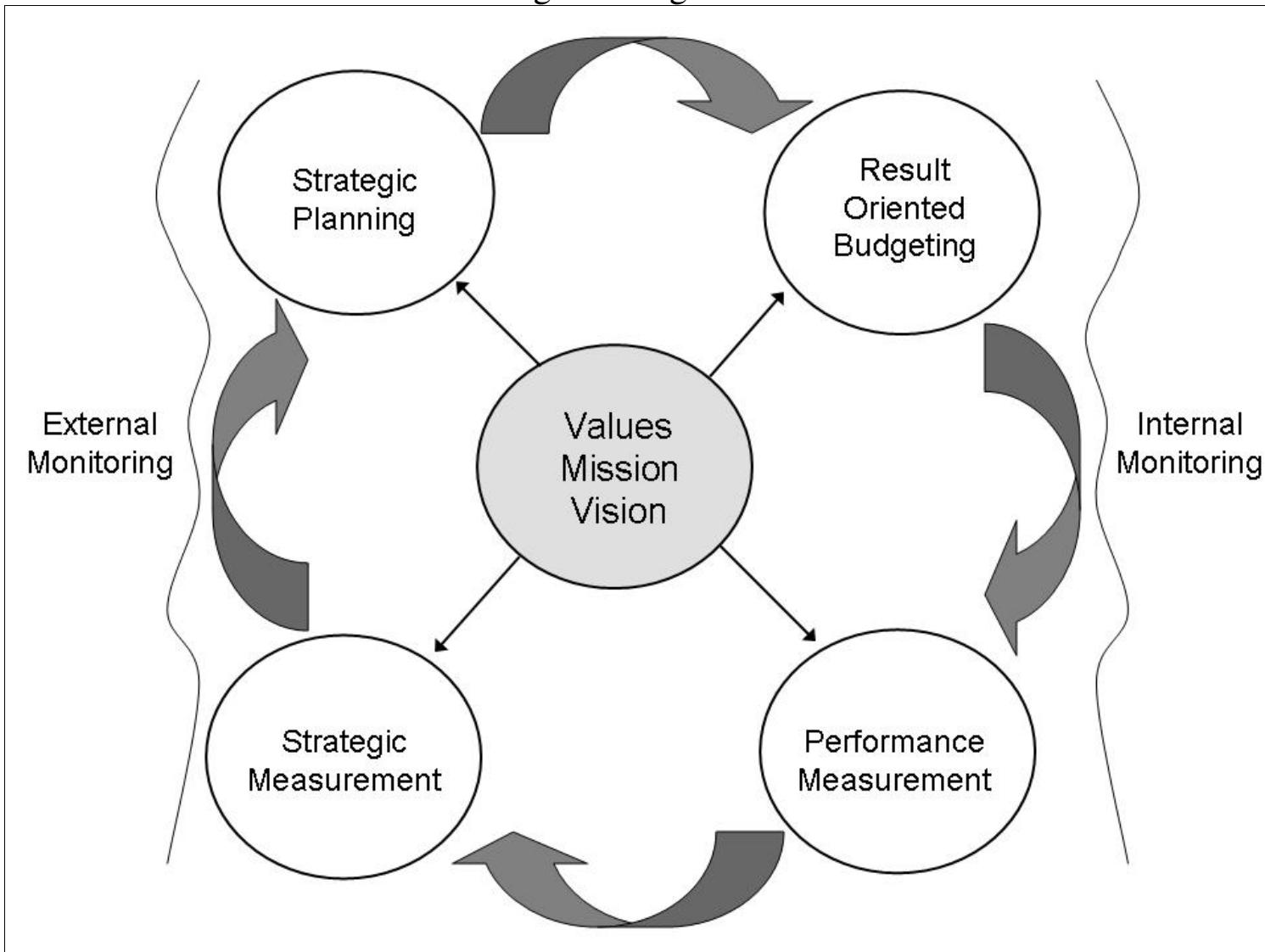
Performance measurement is about reducing what an organization is doing to a manageable number of items, and then keeping track of what is being accomplished. The idea is to give managers information to guide their decisions regarding day-to-day operations. What happens in the public sector if managers do not measure performance? The answer is both alarming and obvious: We do not know, and neither do they. That is a problem. In the absence of performance measures, public managers have to rely on rumors, organizational moods and their instincts. Fortunately, the use of performance measurement is becoming widespread among all levels of government throughout the world.

Setting up a performance measurement system is arduous. There are many pitfalls to avoid. The diagrams in this chapter illustrate common pitfalls such as: (1) public agencies may use too few measures, so the complexity of operations is not captured, or may collect too many, so that the collection of performance indicators becomes an obstacle to improvement; (2) measurement indicators must be linked to improvement strategies, so that the resources allocated for data collection and data analysis add value to agencies; (3) middle and front-line managers may be excluded from decision making, thereby jeopardizing public servants' morale; (4) results may not be communicated to managers or the public; and (5) performance measurement may be implemented in such a way that "game playing" happens to the detriment of actual performance.

The good news is that many of the gains of performance measurement manifest themselves in the initial phases of the process. The mere discussion of how to implement performance measurement brings benefits such as: (1) renewed signals to public servants of organizational goals, leading to clearly prioritized tasks; (2) the creation of a common vision for the future that helps define a public agency's values; (3) the establishment of cooperation between different units of an agency in the pursuit of shared goals; and (4) enhanced transparency, communicating to stakeholders clear targets and accomplishments. All these benefits are emphasized in this chapter's diagrams.

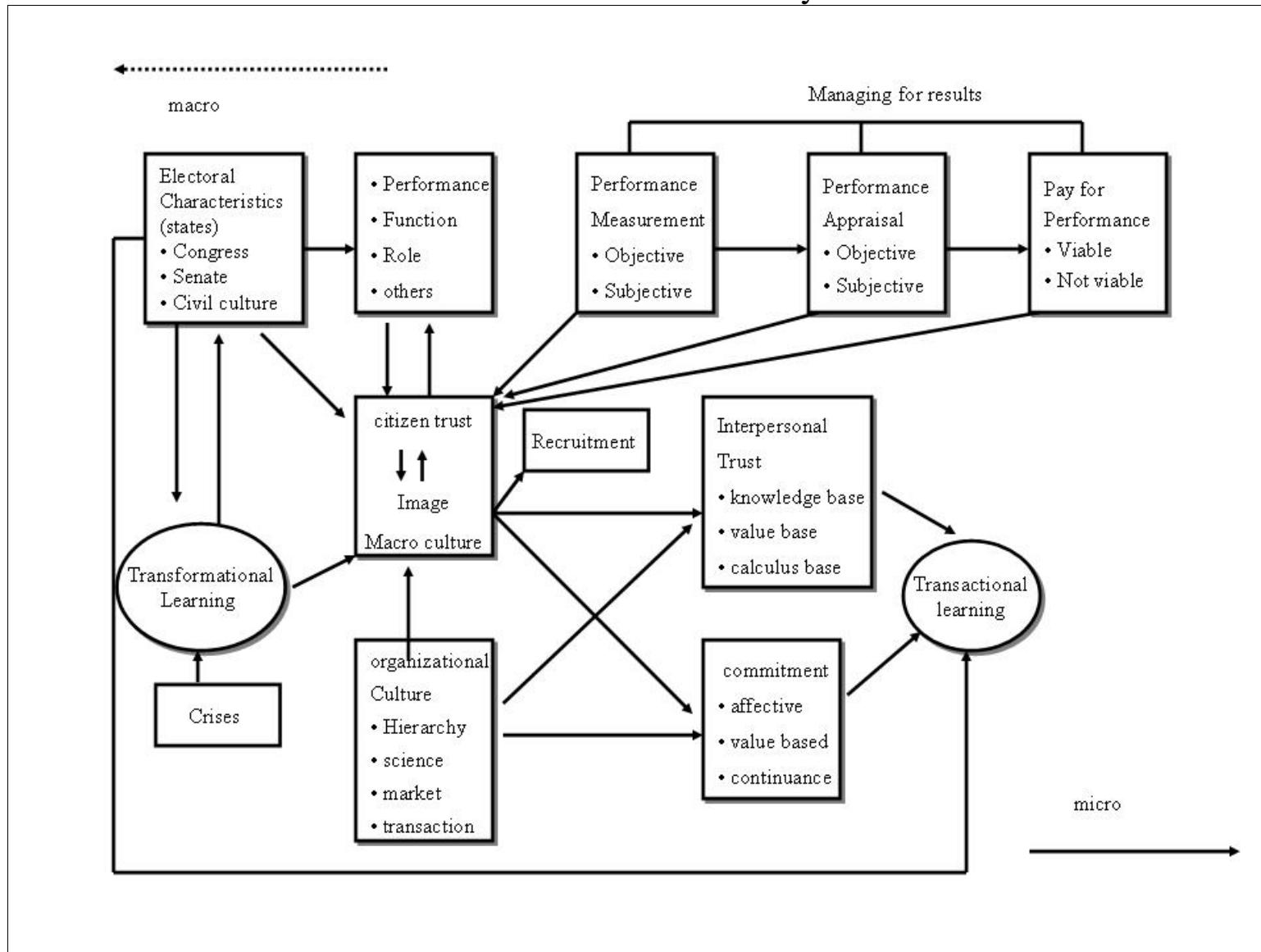
Chapter 5 covers the performance measurement framework, the relation between the different or possible types of indicators, and the limits of performance measurement. It should be obvious that although performance measurement is not a quick and easy process, it can be very rewarding.

The Strategic Management Process



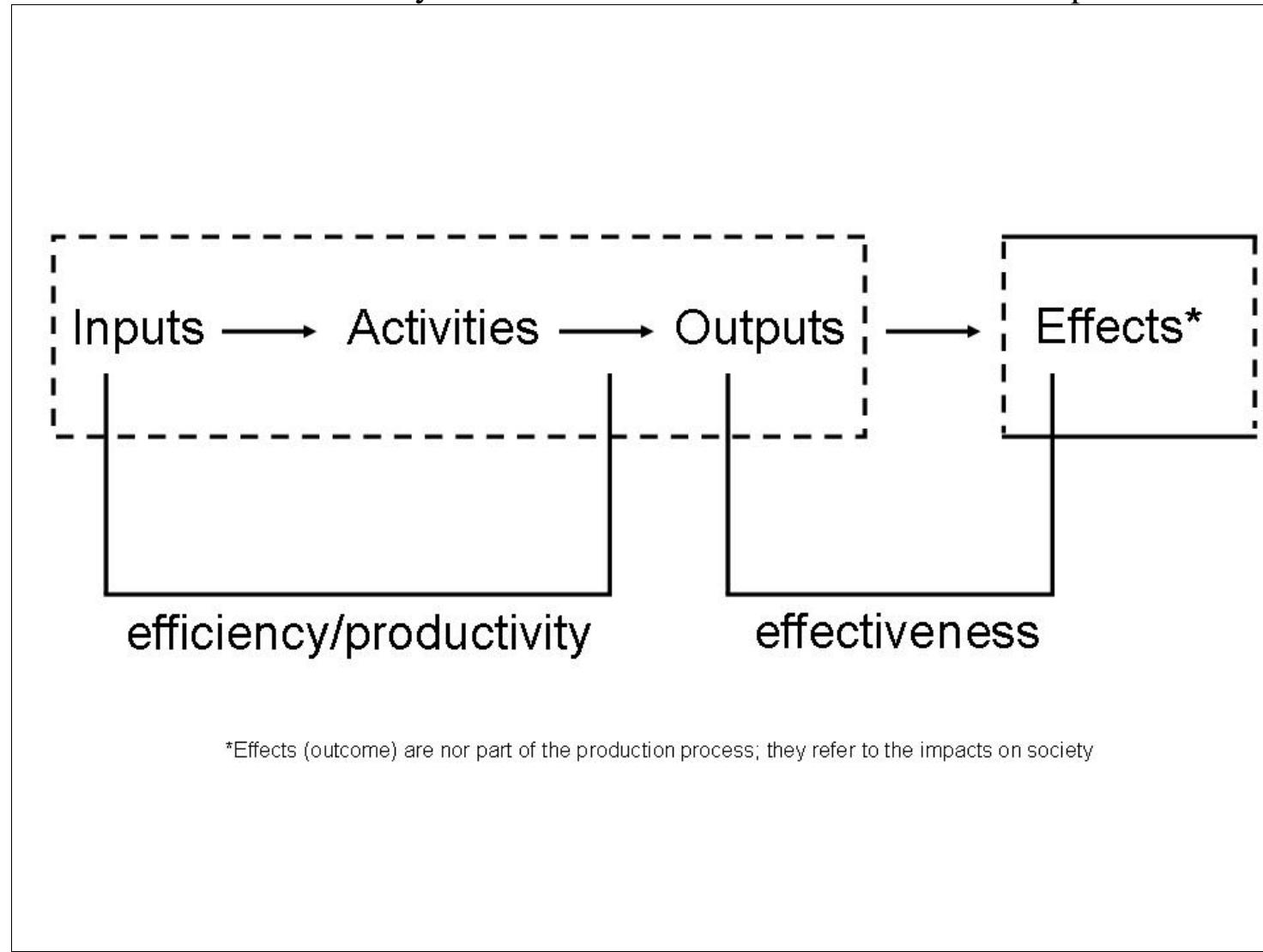
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Performance Measurement System



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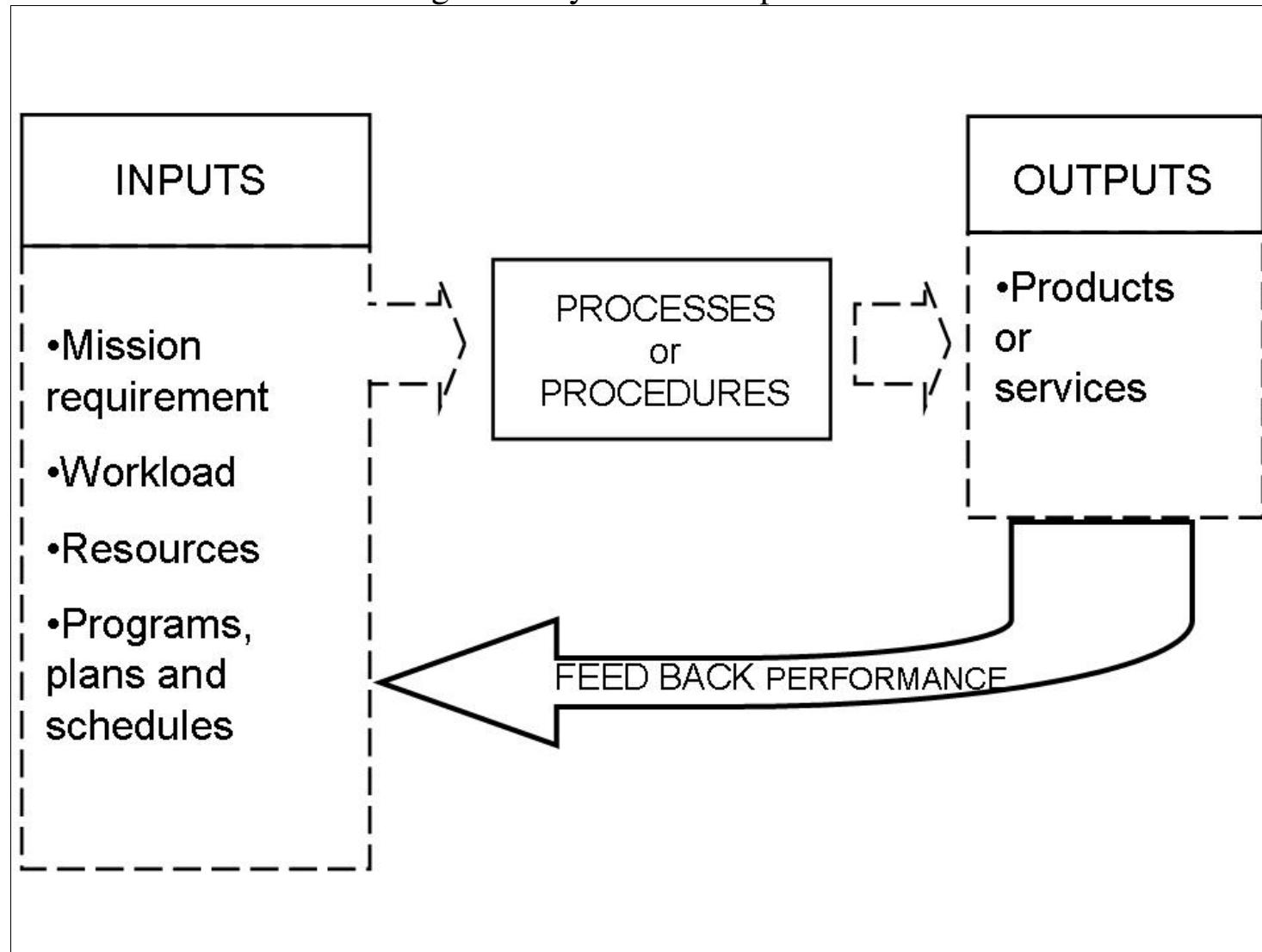
Communication as an Early Outcome of Performance Measurement Implementation



*Effects (outcome) are not part of the production process; they refer to the impacts on society

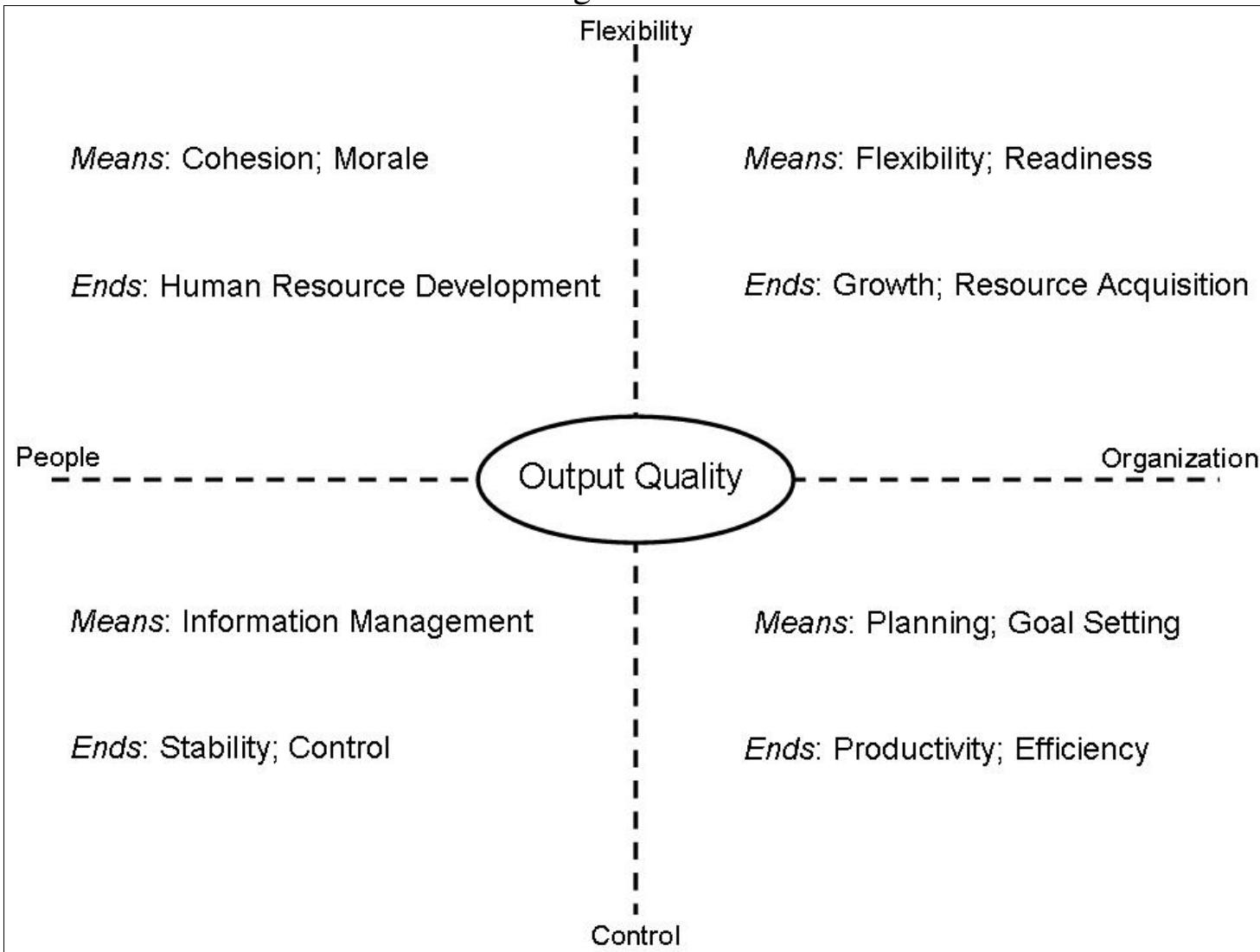
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Management System Concept: A Model



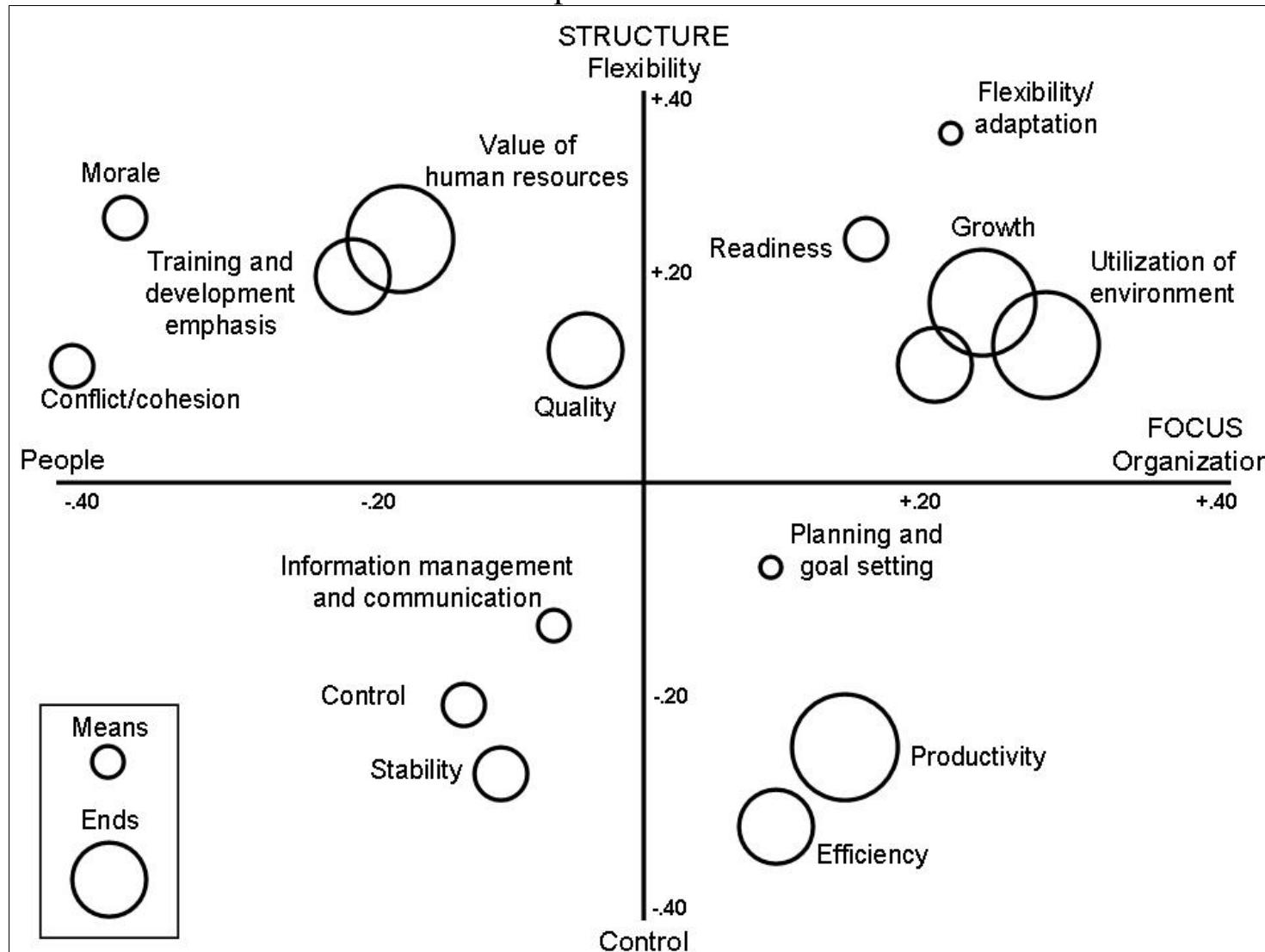
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Dimensions of Organizational Effectiveness



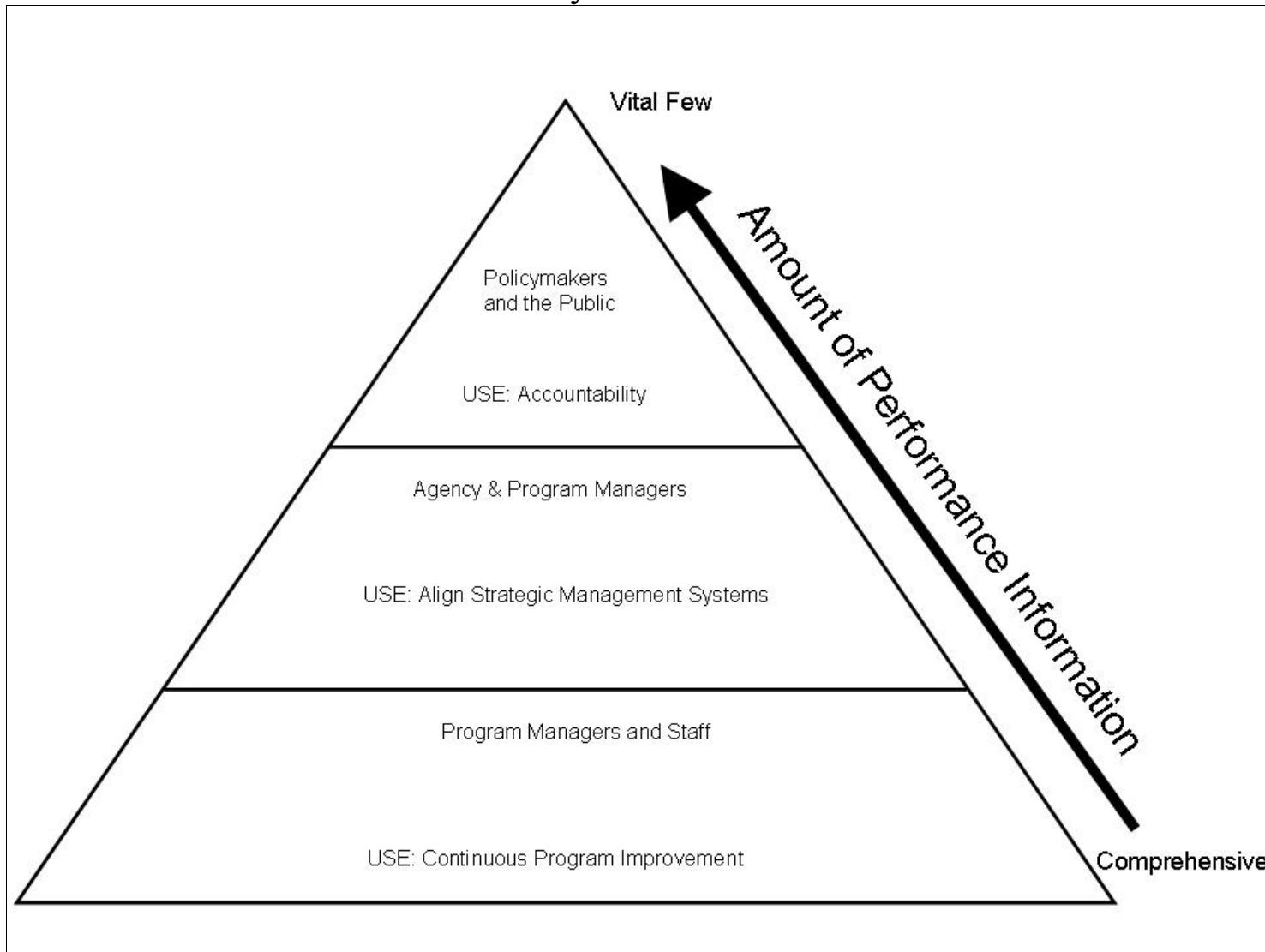
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A Three Dimensional Representation of Effectiveness Criteria



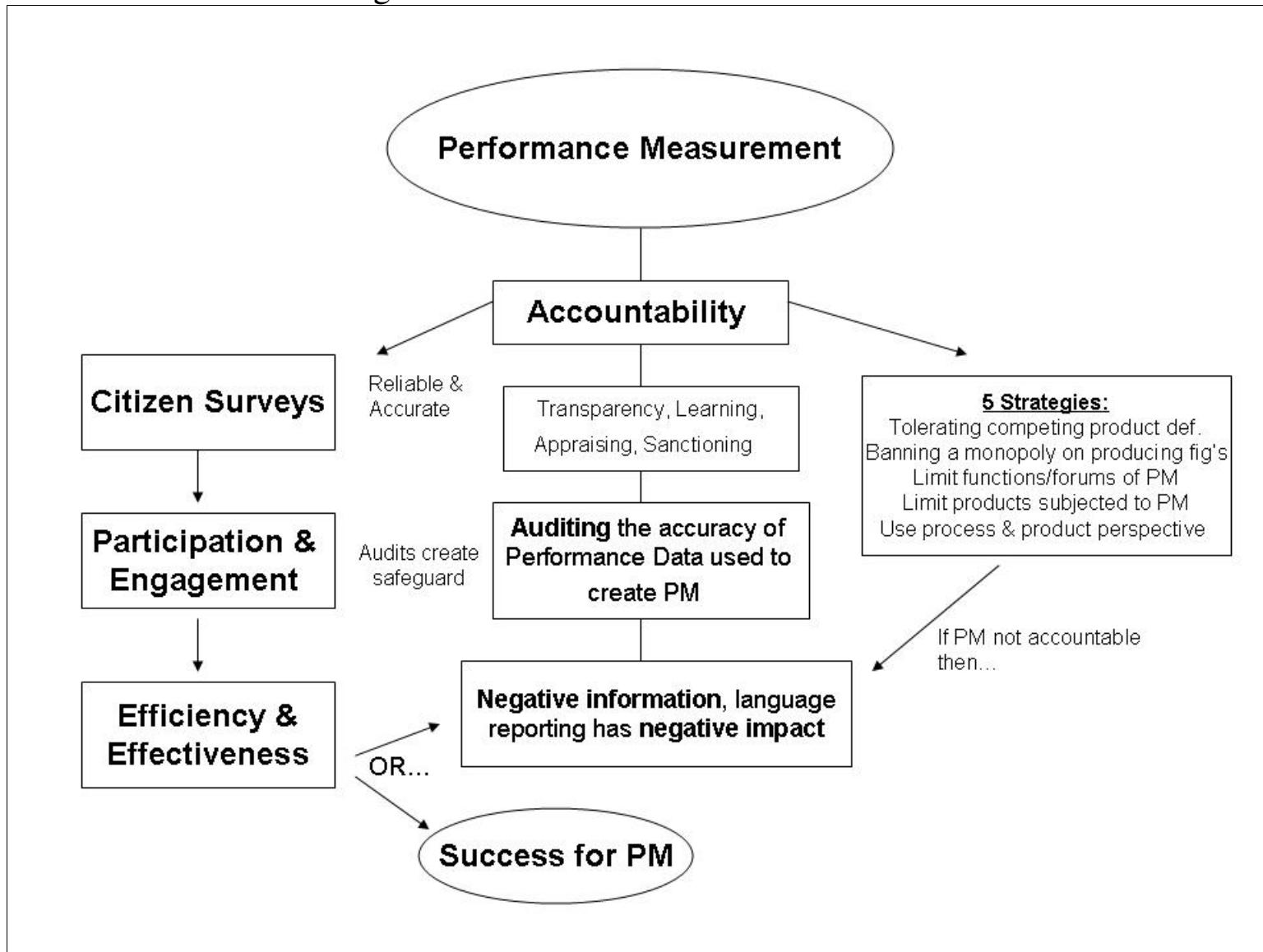
QUINN, R.E. and J. Rohrbaugh. (1981). "A Competing Values Approach to Organizational Effectiveness." Public Productivity Review 5(2): 131.

Hierarchy of Measurement



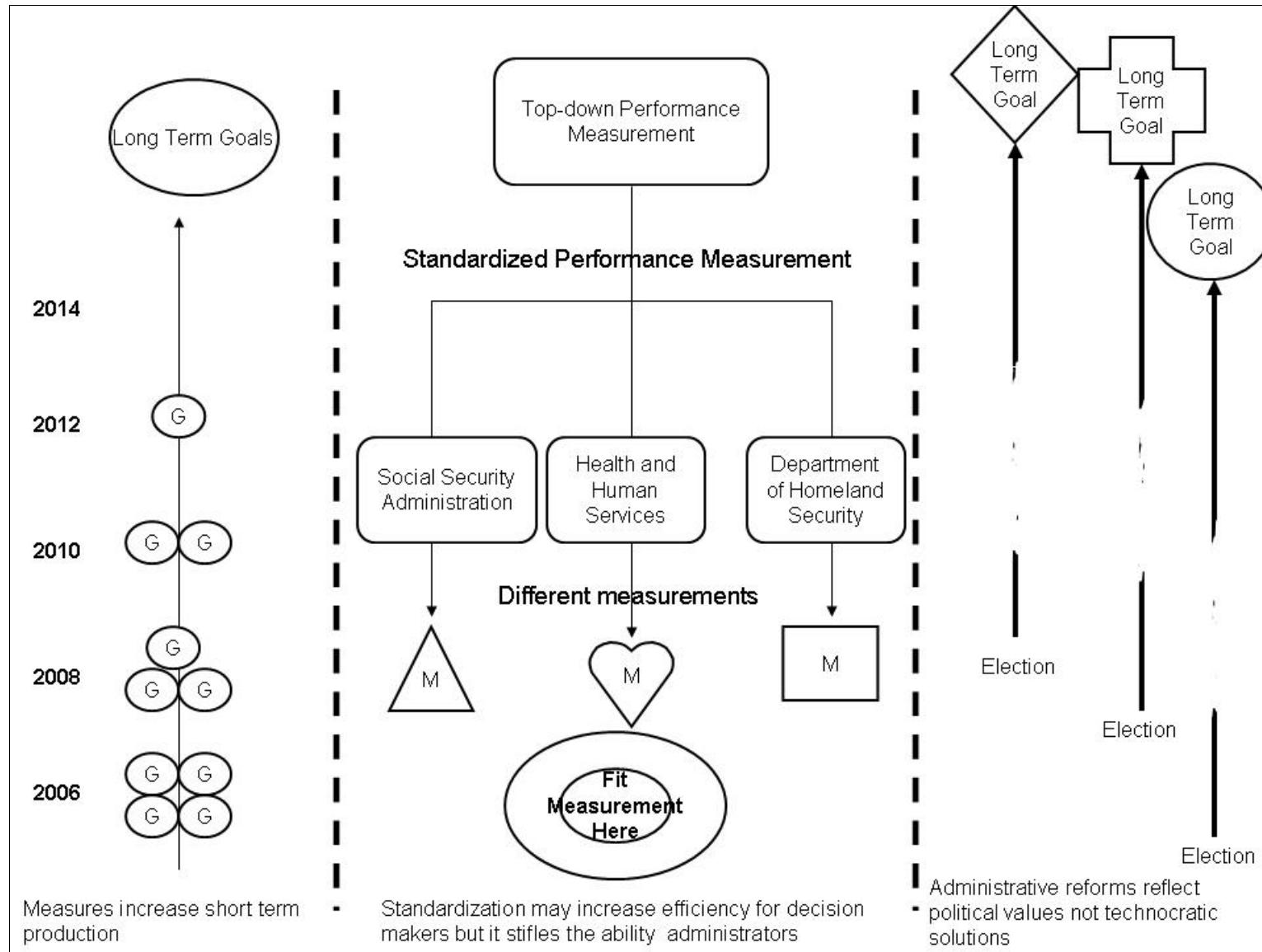
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Strategies for Performance Measurement Success



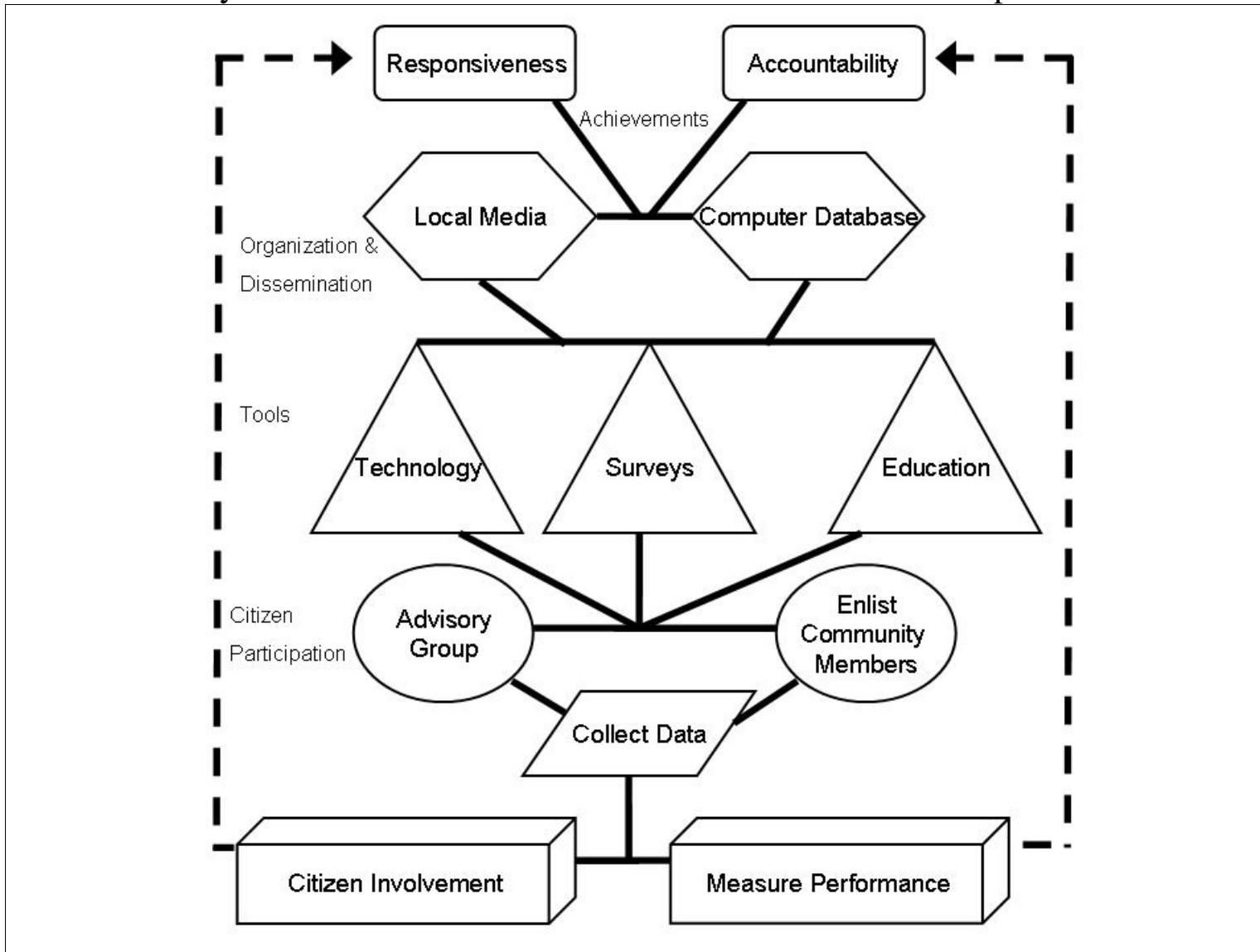
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The Downsides to Performance Measurement



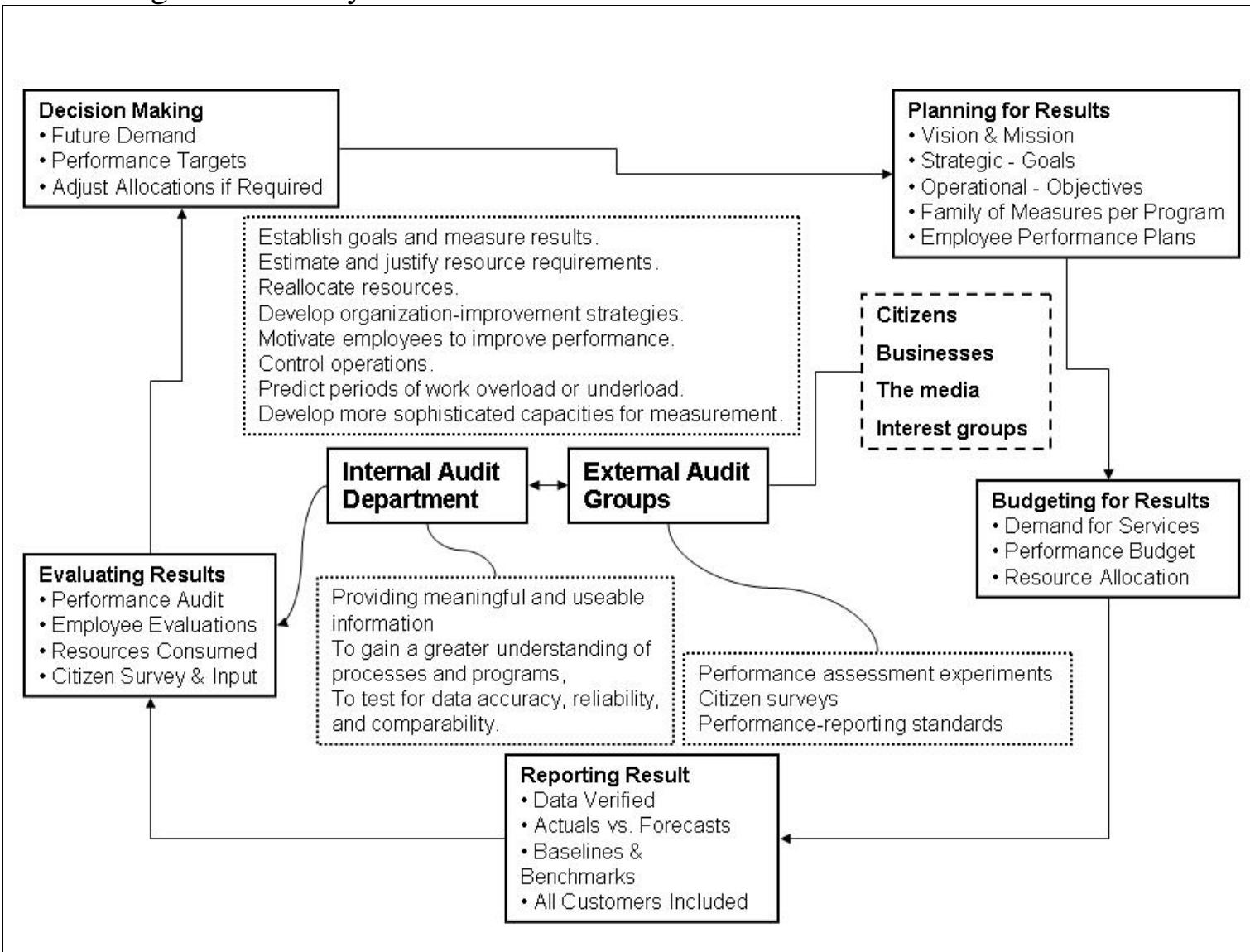
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Cycles of Performance Measurement and Citizen Participation



BROMBERG, D. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

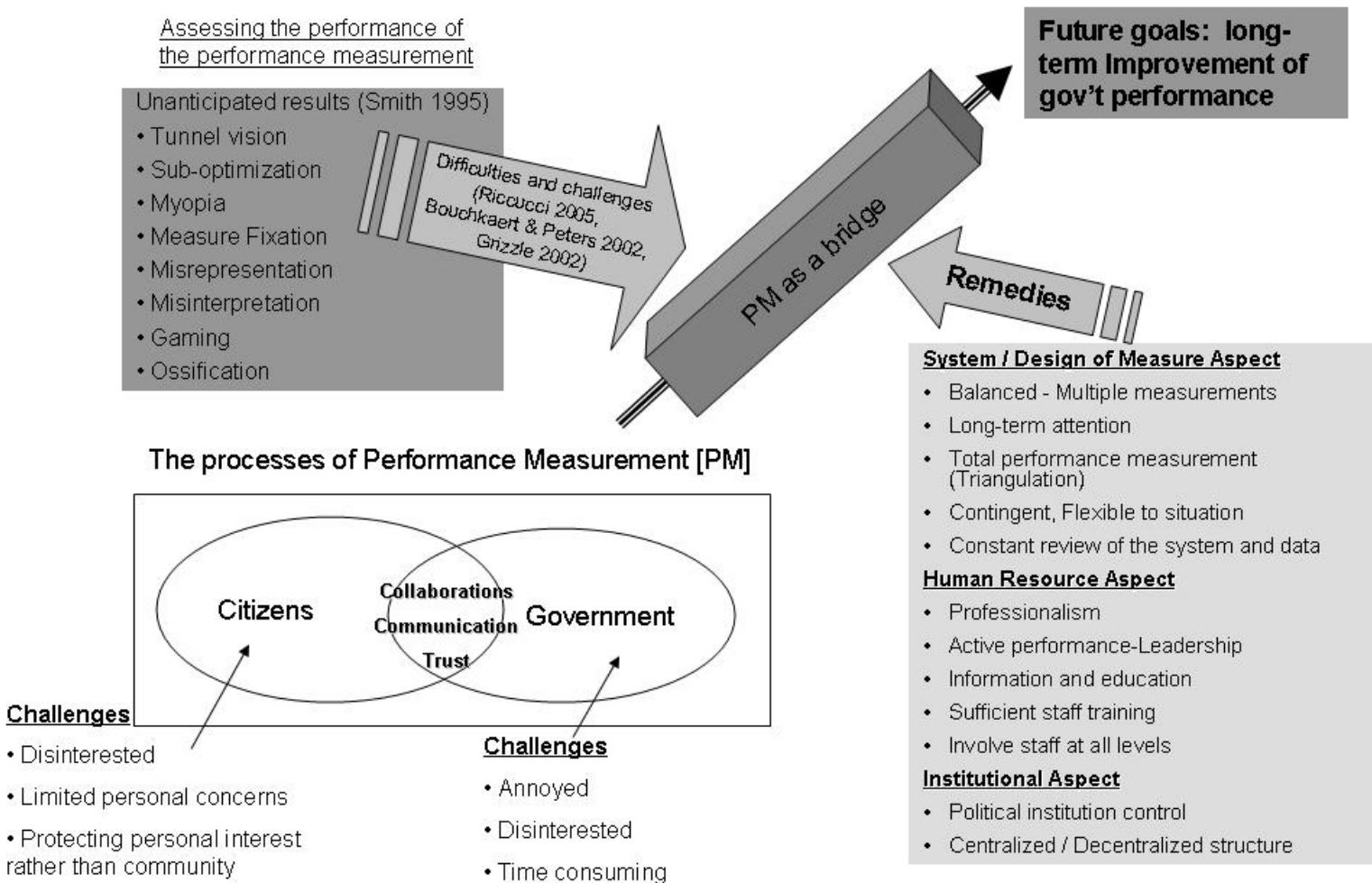
Auditing the Accuracy of Performance Data Used to Create Performance Measures



KIM, C. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

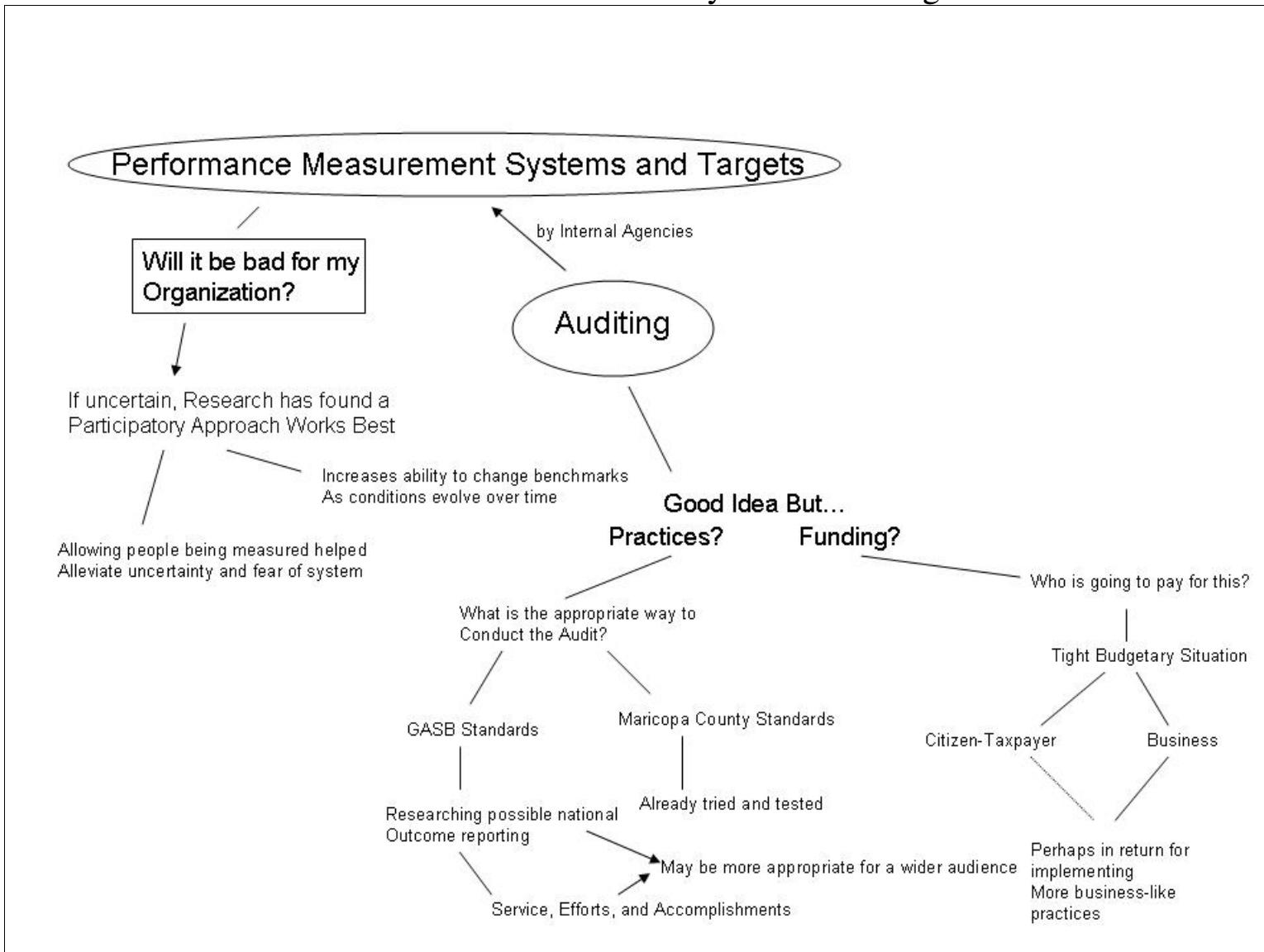
Performance Measurement as an Organic Metaphor

A control of complex network of self-controlling human being is ill-understood and delivering unintended results (Smith 1995, 280)



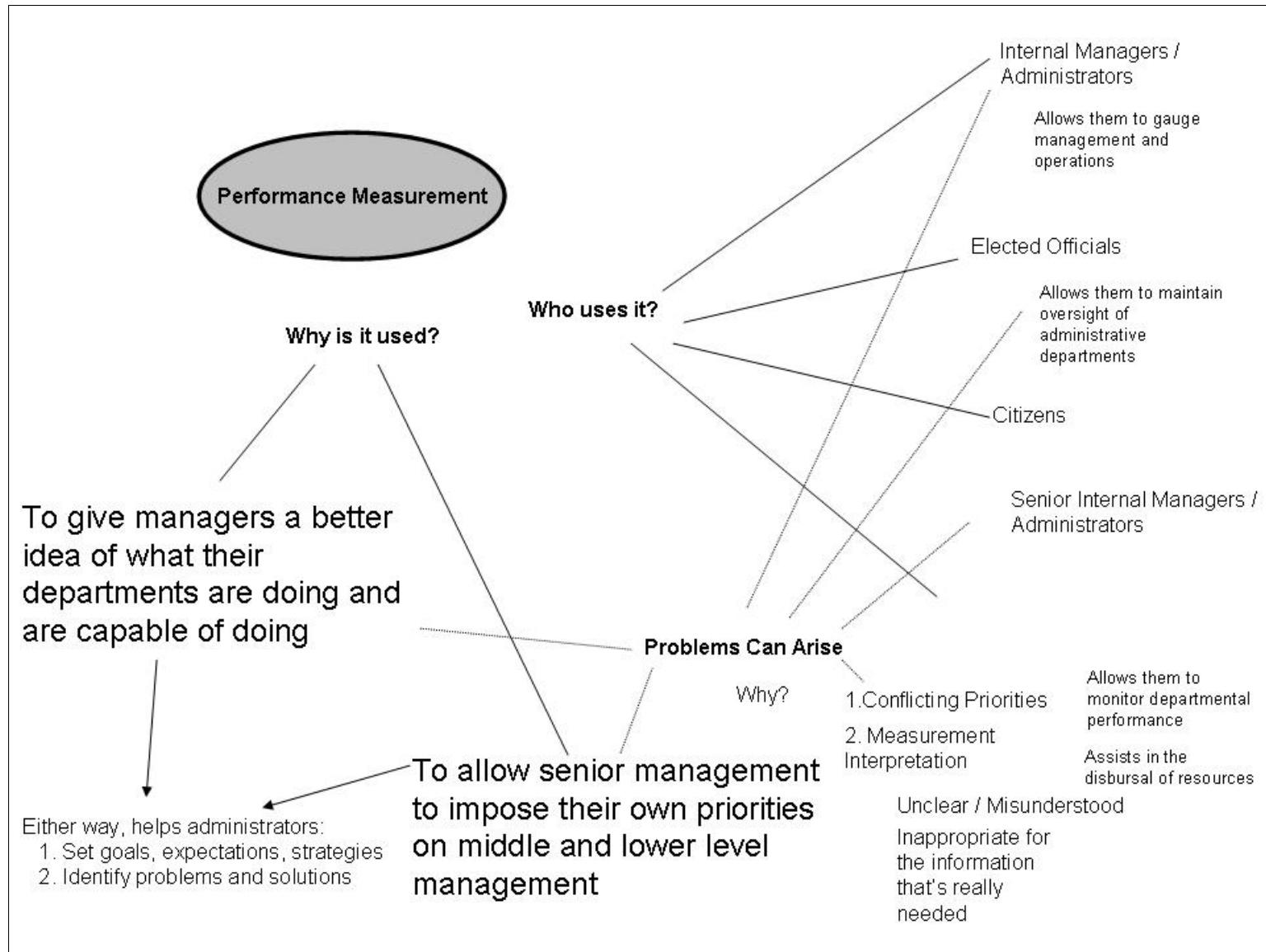
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Performance Measurement Systems and Targets



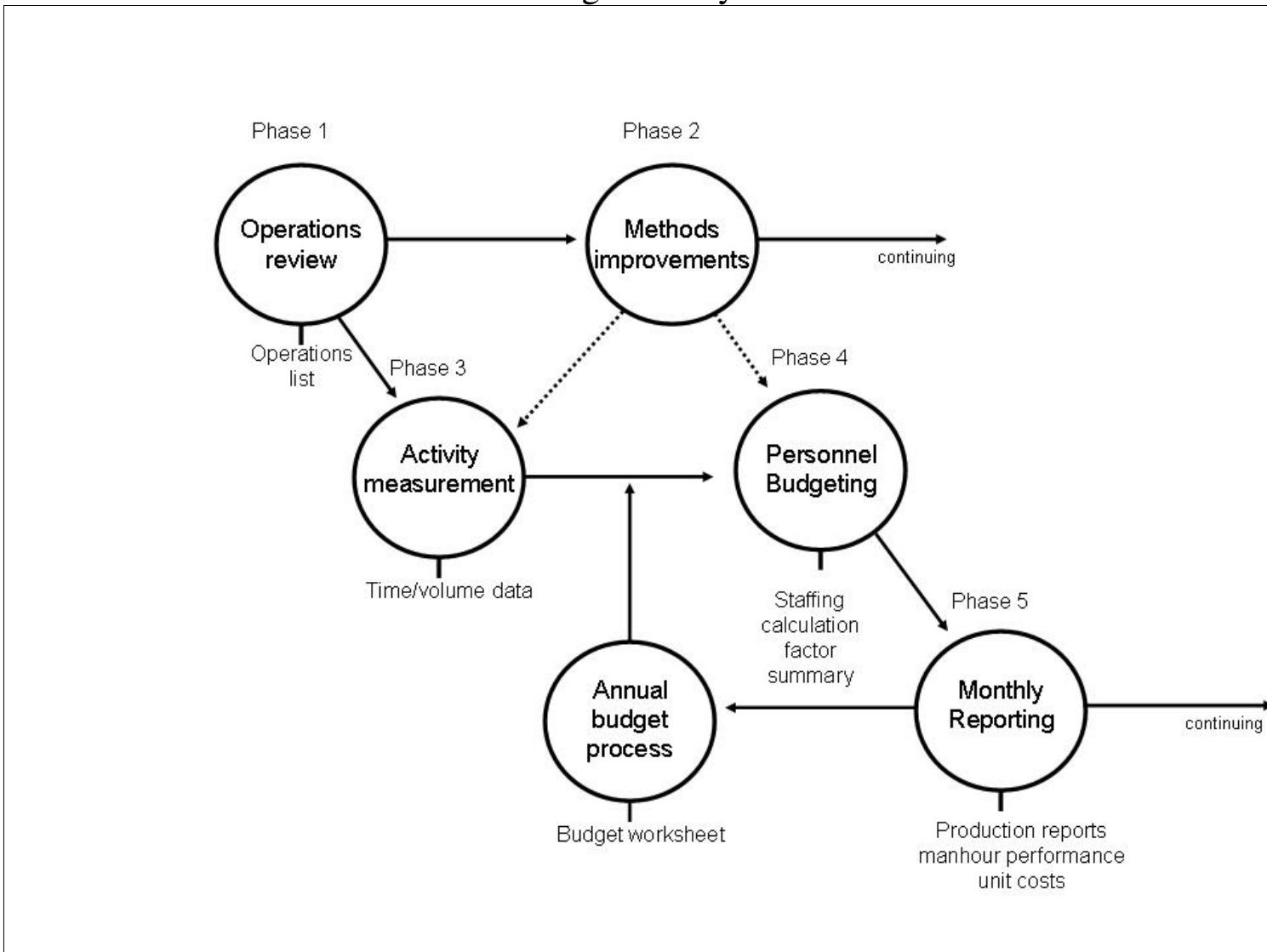
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Public Sector Uses of Performance Measurement



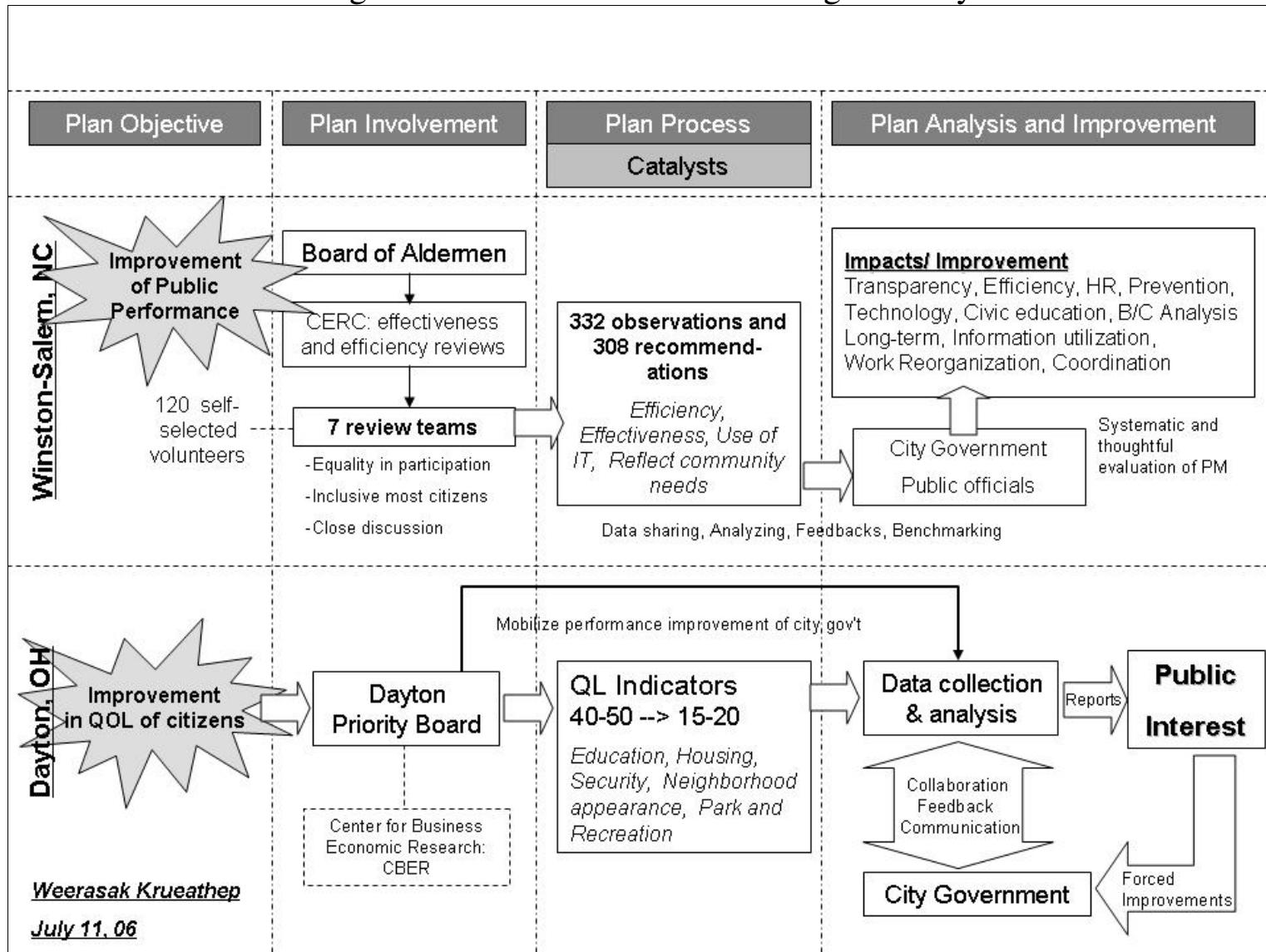
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Resource Management System Process



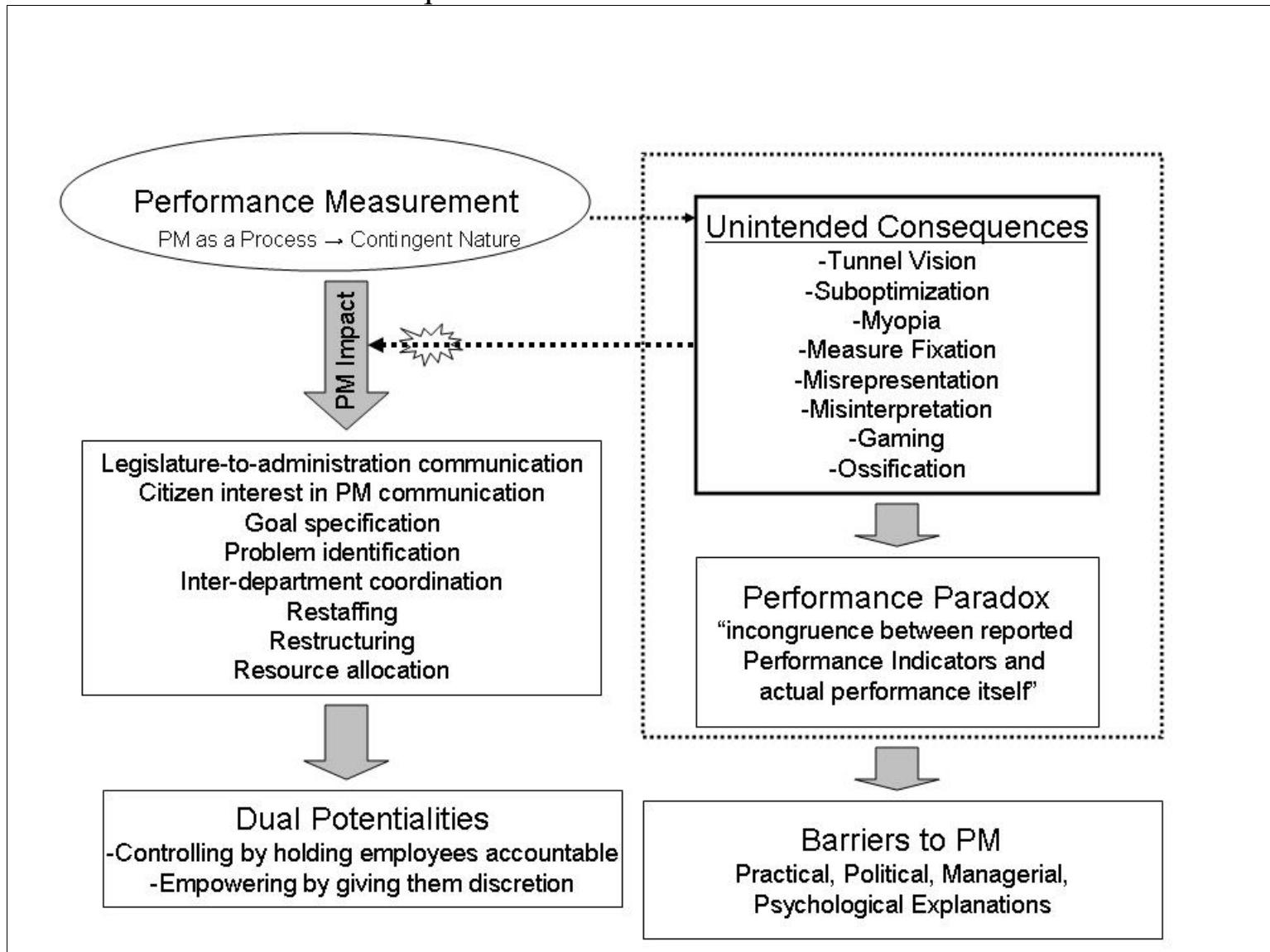
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Planning Ahead for a Performance Management System



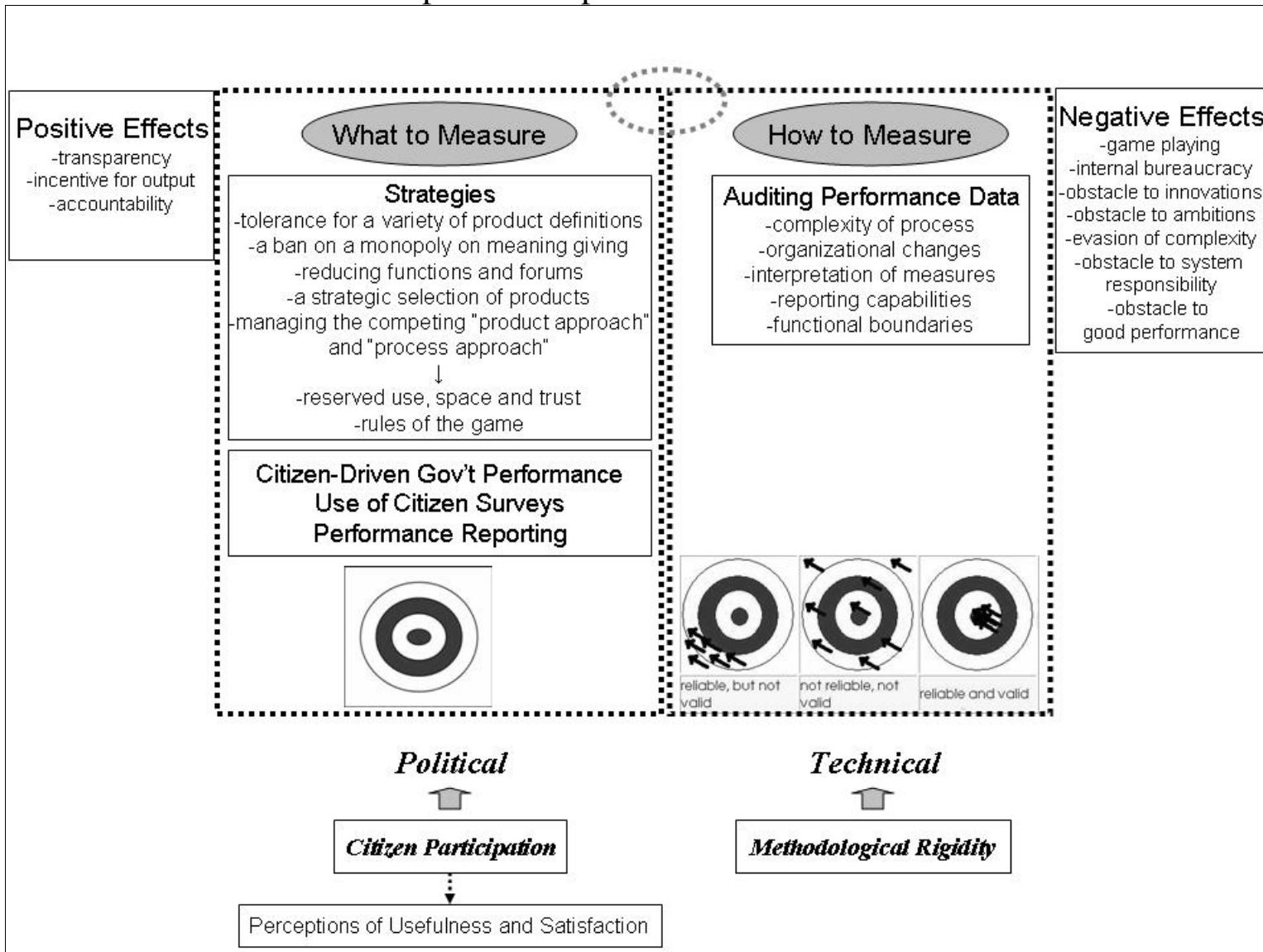
KRUEATHEP, W. (2006). School of Public Affairs and Administration, Rutgers University–Newark.

Consequences of Performance Measurement



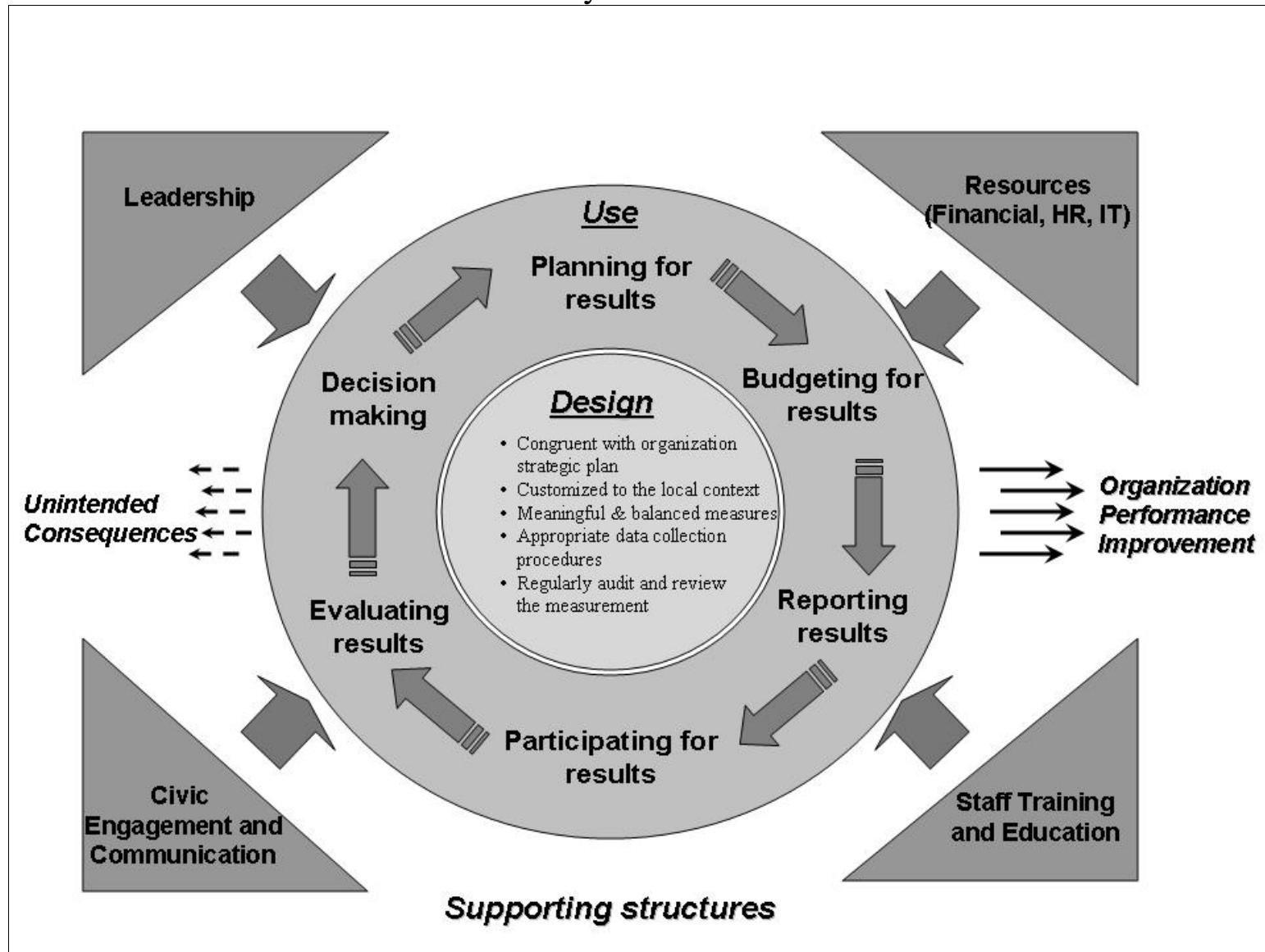
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Two Aspects of Improvement in Measurement



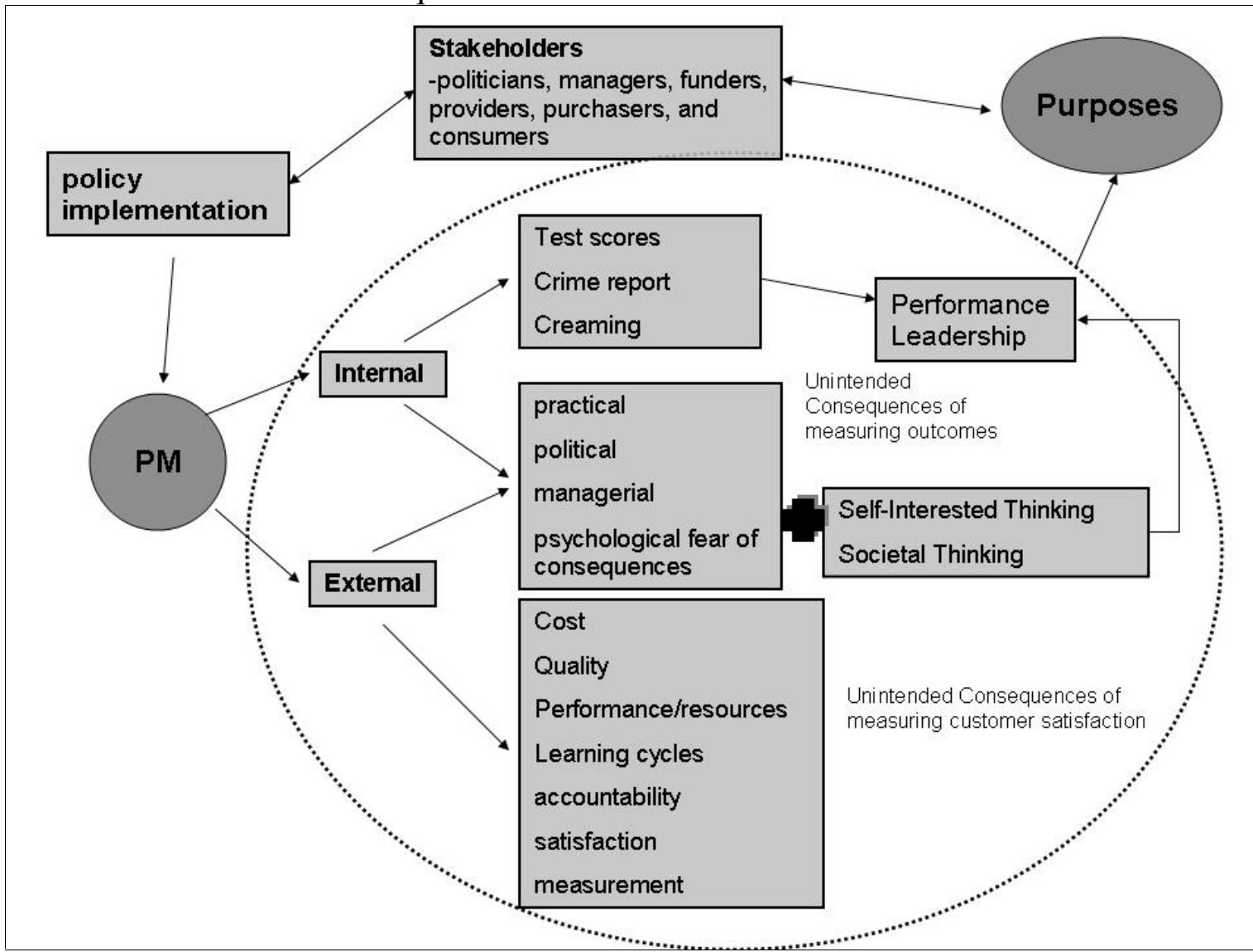
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Wheel of Performance Measurement System: Wheel of Success or Wheel of Fortune?



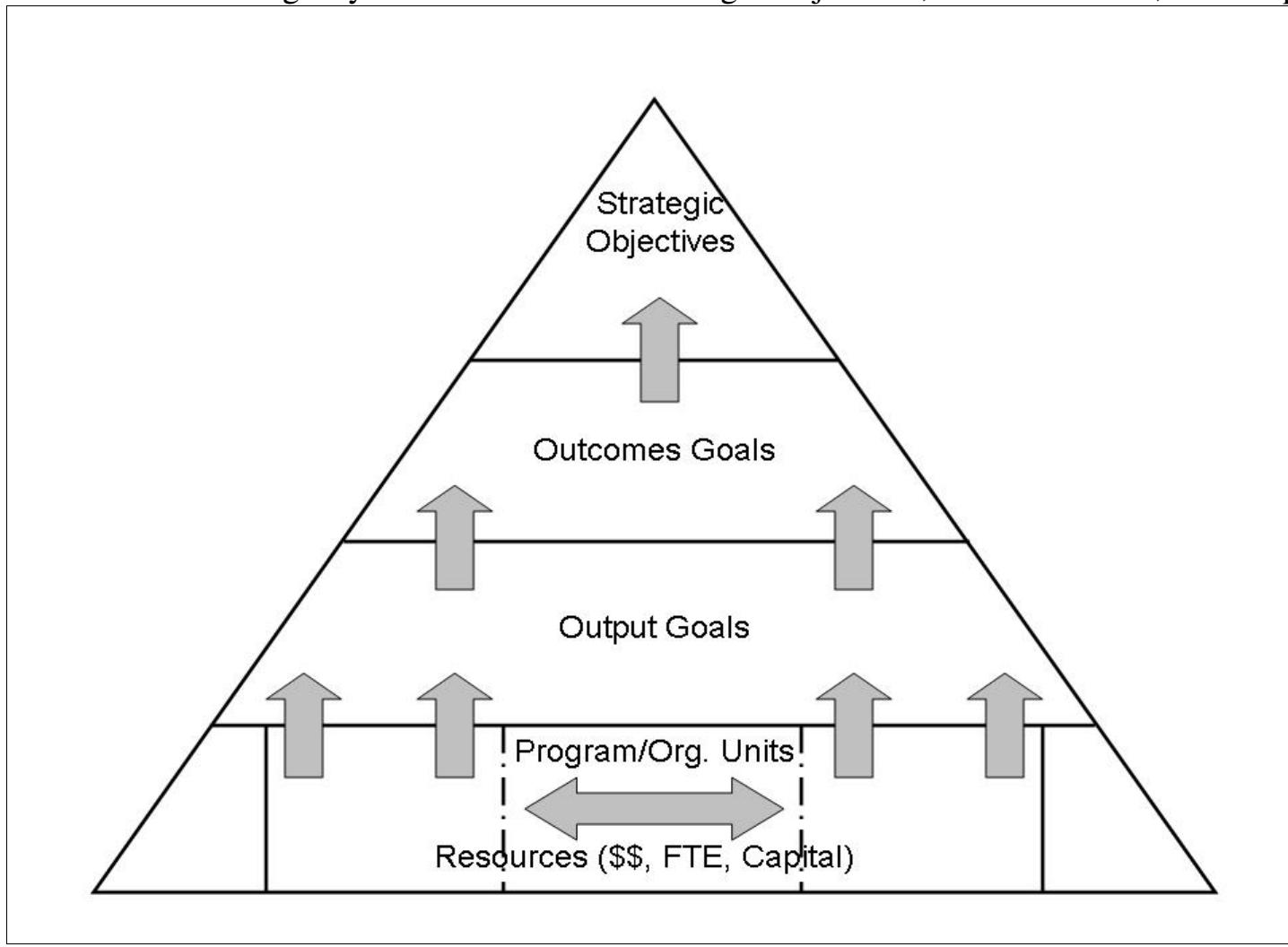
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Consequences of Performance Measurement



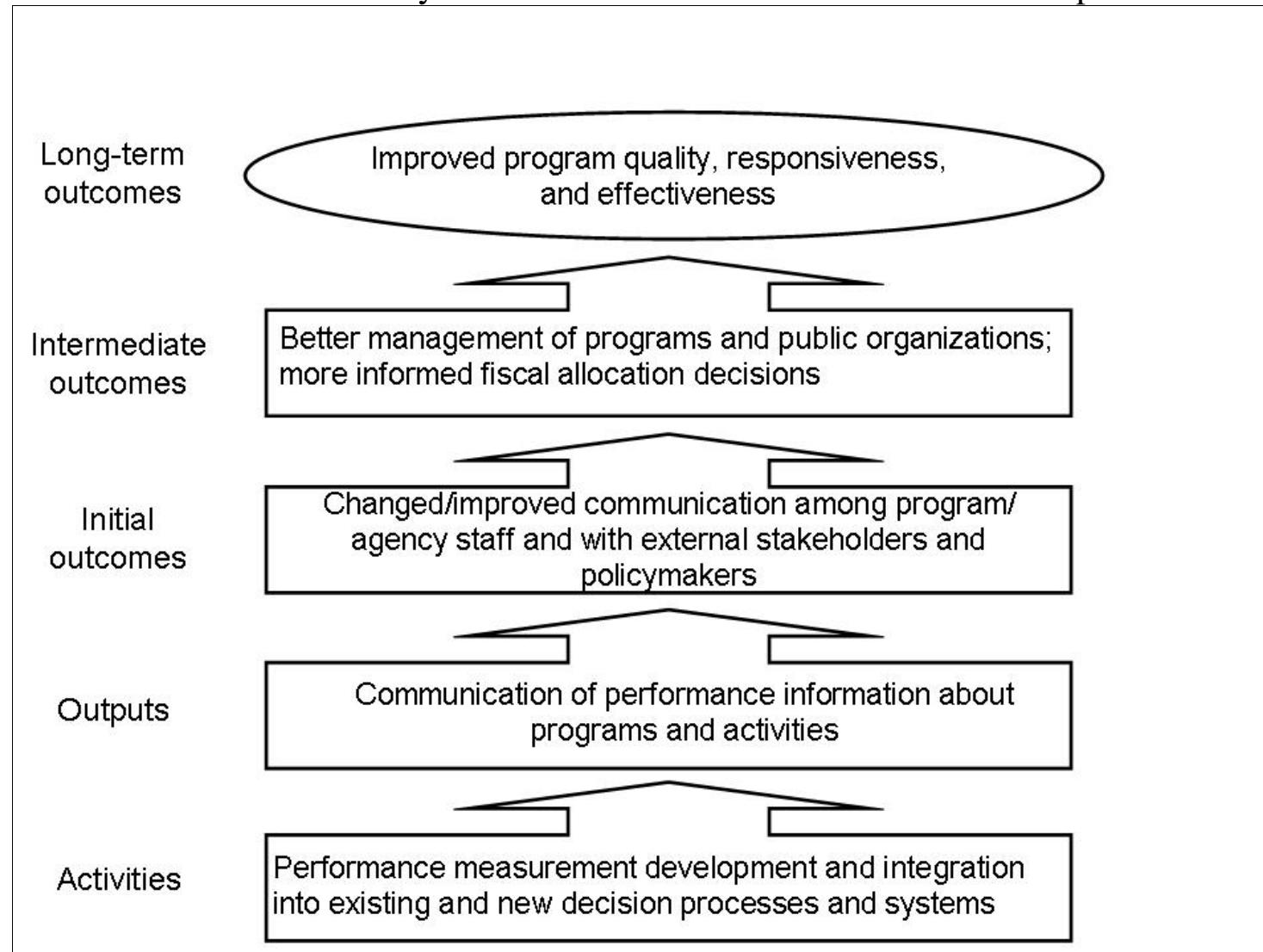
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Environmental Protection Agency: Relation Between Strategic Objectives, Outcome Goals, and Output Goals



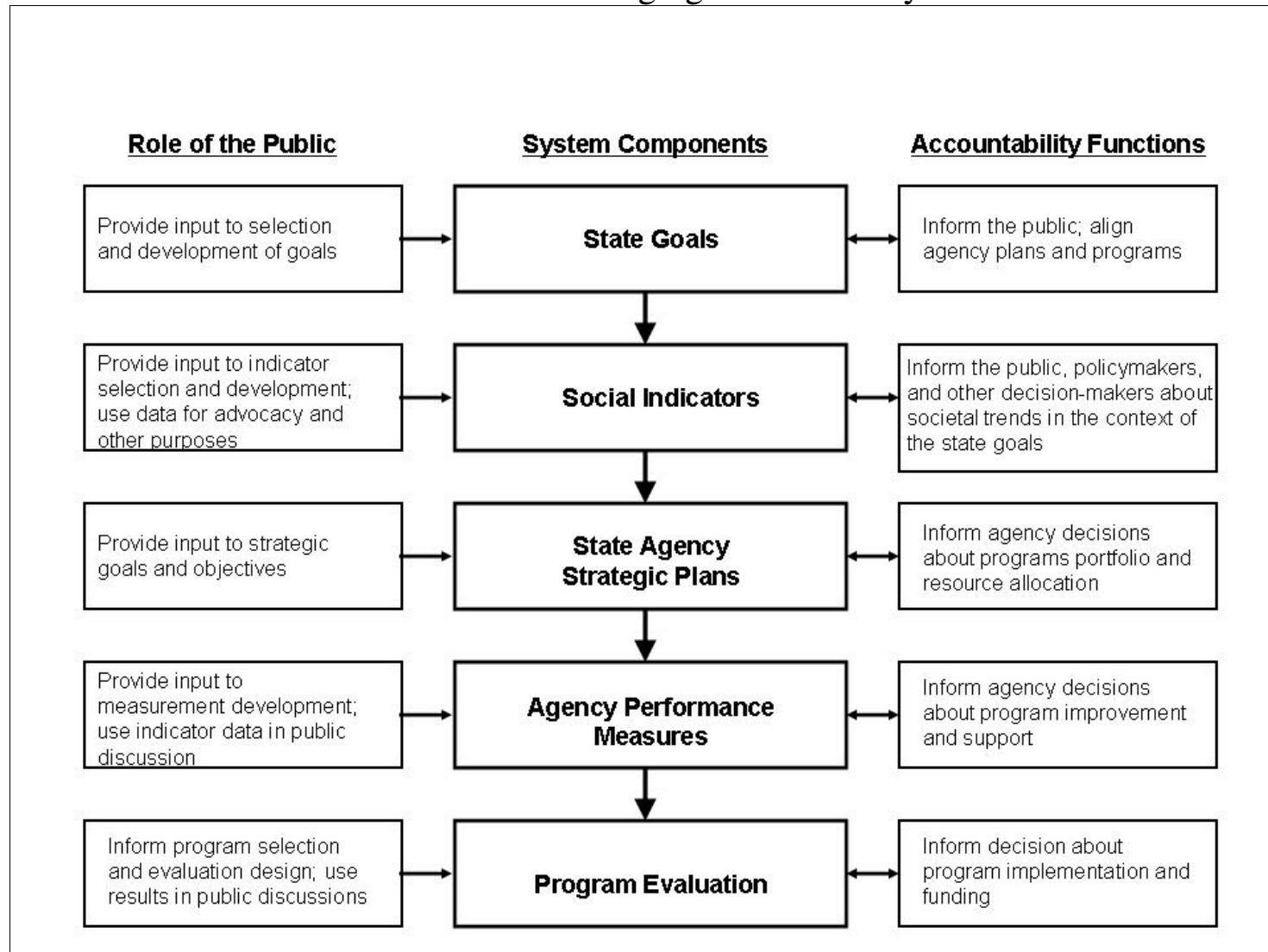
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Communication as an Early Outcome of Performance Measurement Implementation



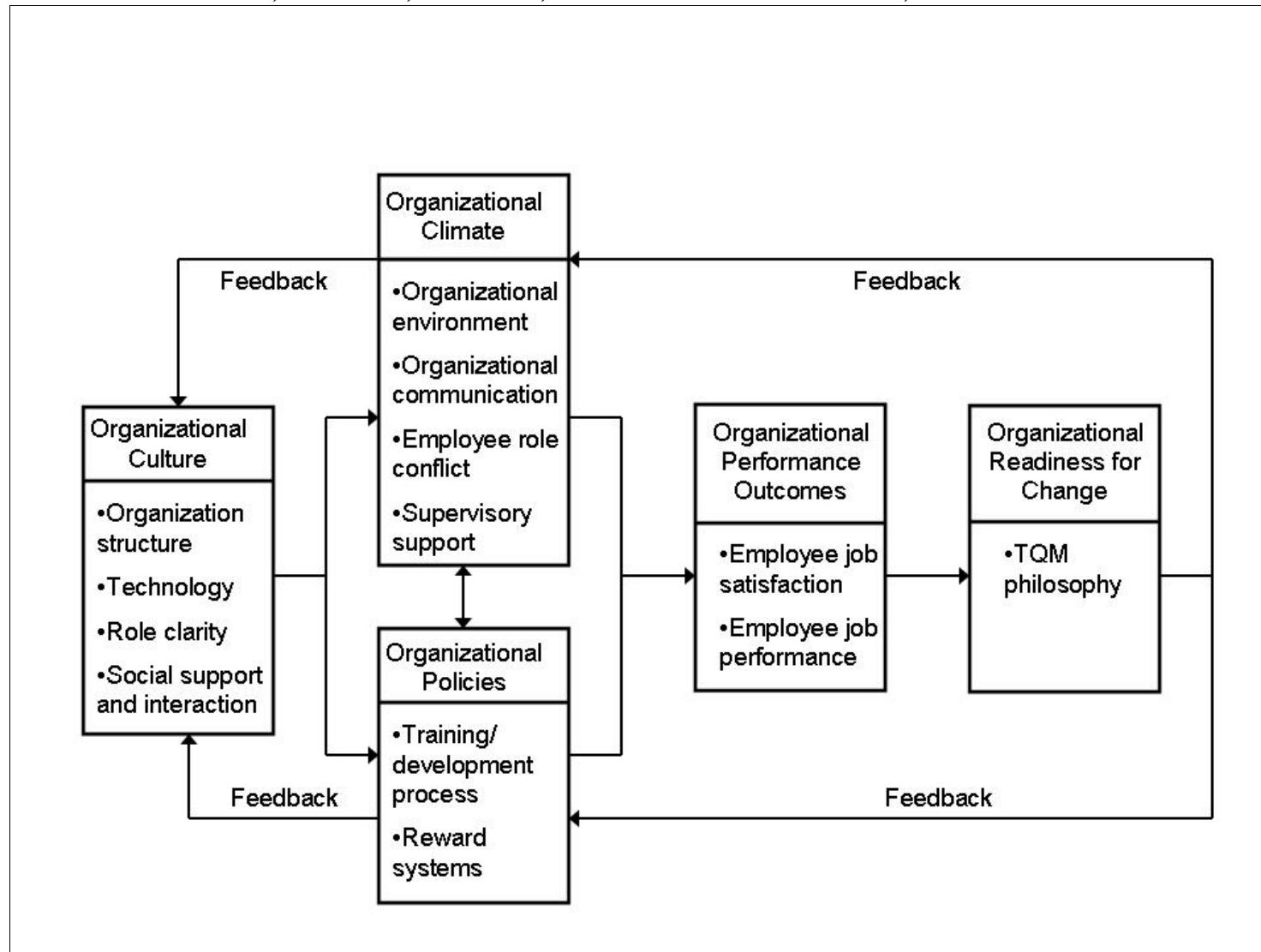
MELKERS, J. (2006). "On the Road to Improved Performance: Changing Organizational Communication through Performance Management." *Public Performance & Management Review* 30(1): 73-95.

Framework for a Managing for Results System



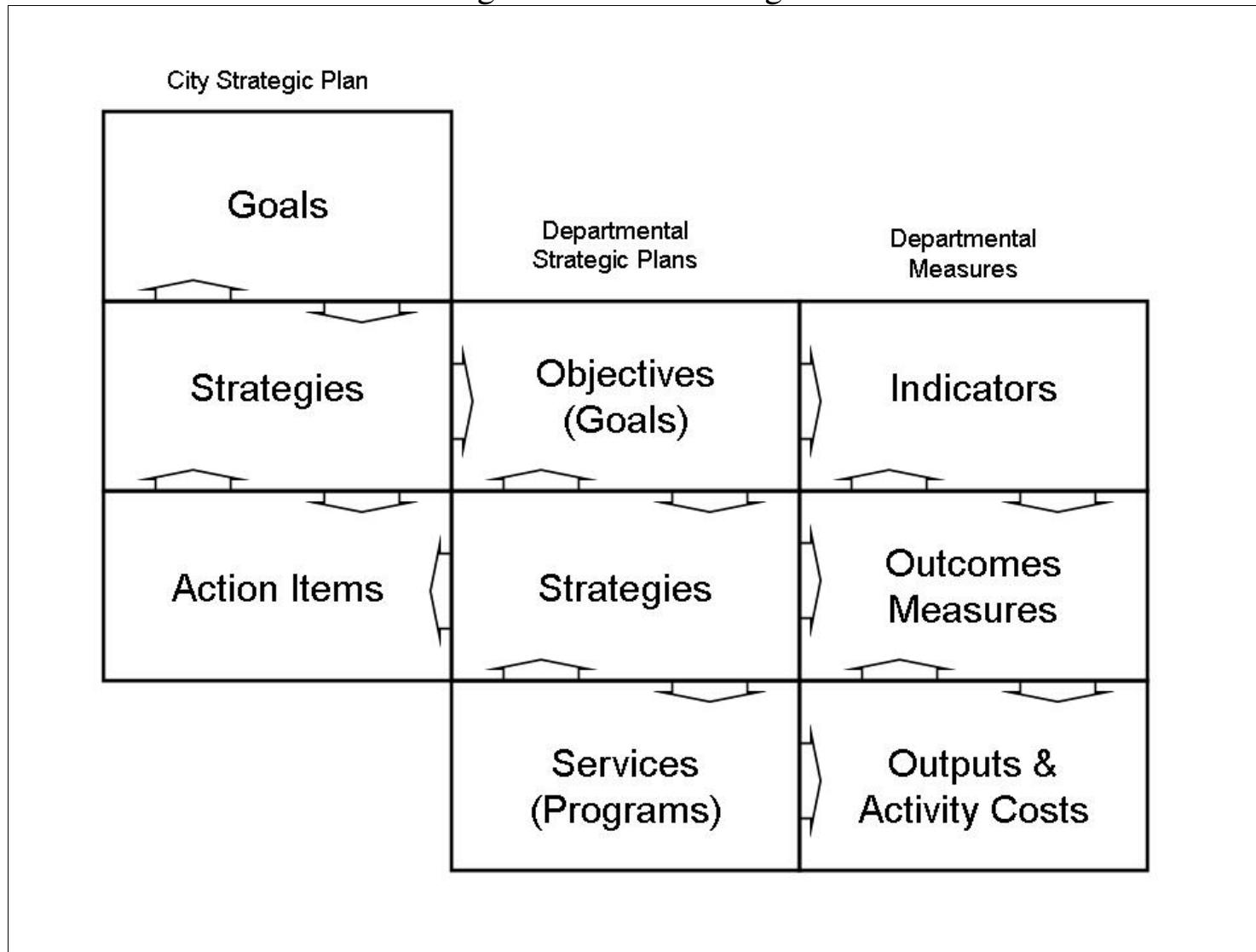
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A Model of Culture, Climate, Policies, Performance Outcomes, and Readiness for Change



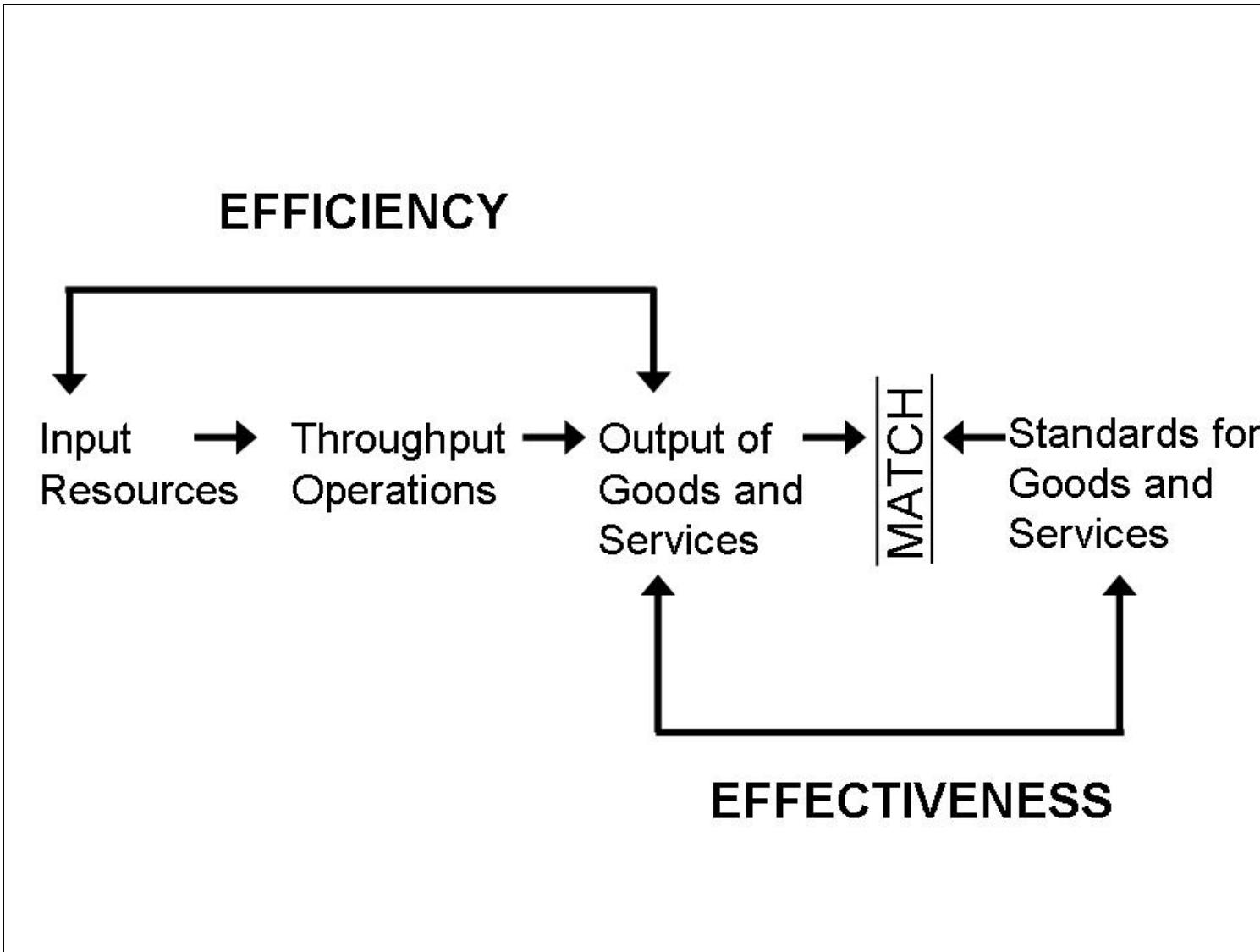
McNABB, D.E. and F.T. Sepic. (1995). "Culture, Climate, and Total Quality Management: Measuring Readiness for Change." *Public Productivity & Management Review* 18(4): 369-385.

Management and Building Model



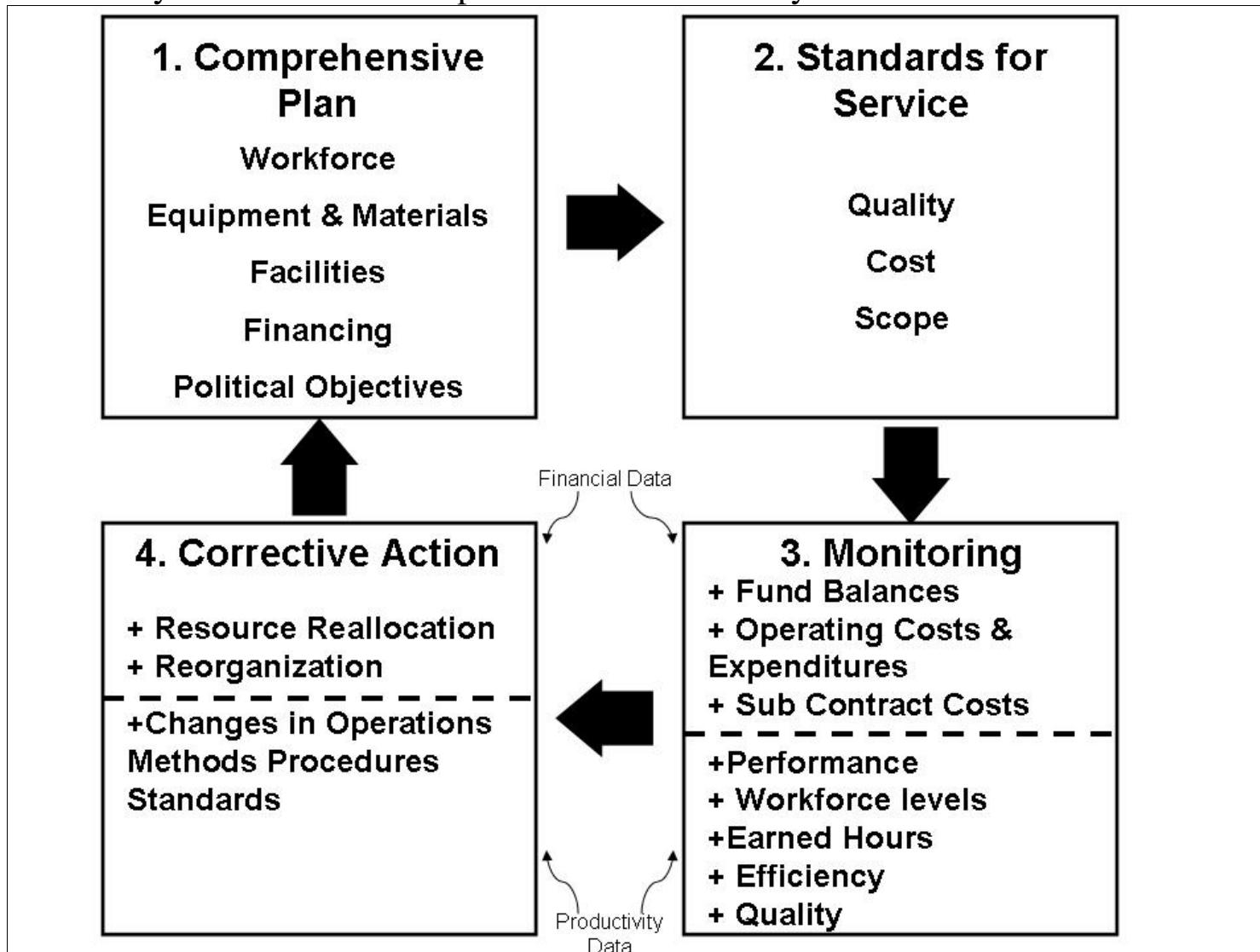
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The Production Process



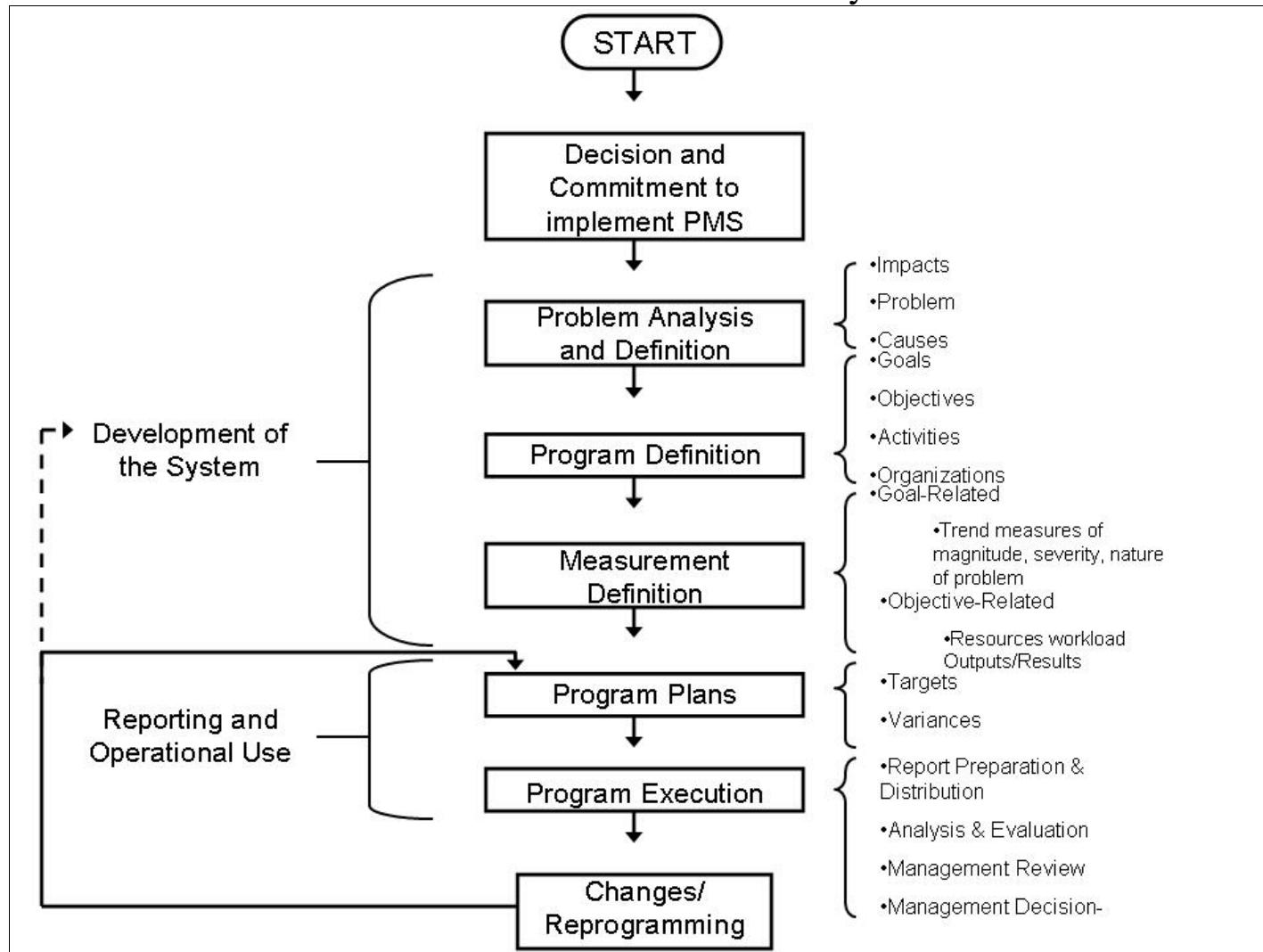
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Symbiotic Relationships between Productivity and Financial Controls



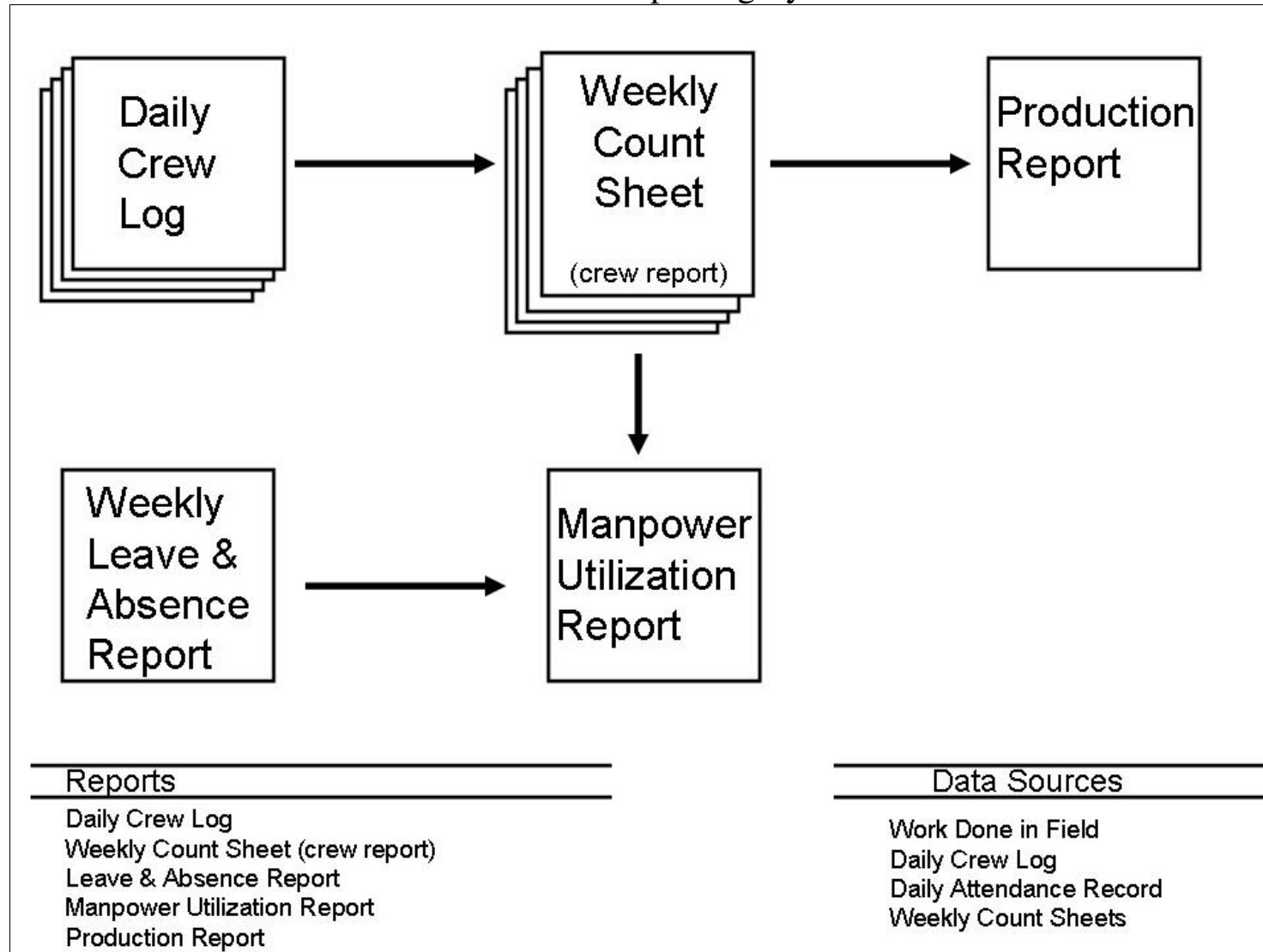
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The Performance Evaluation Cycle



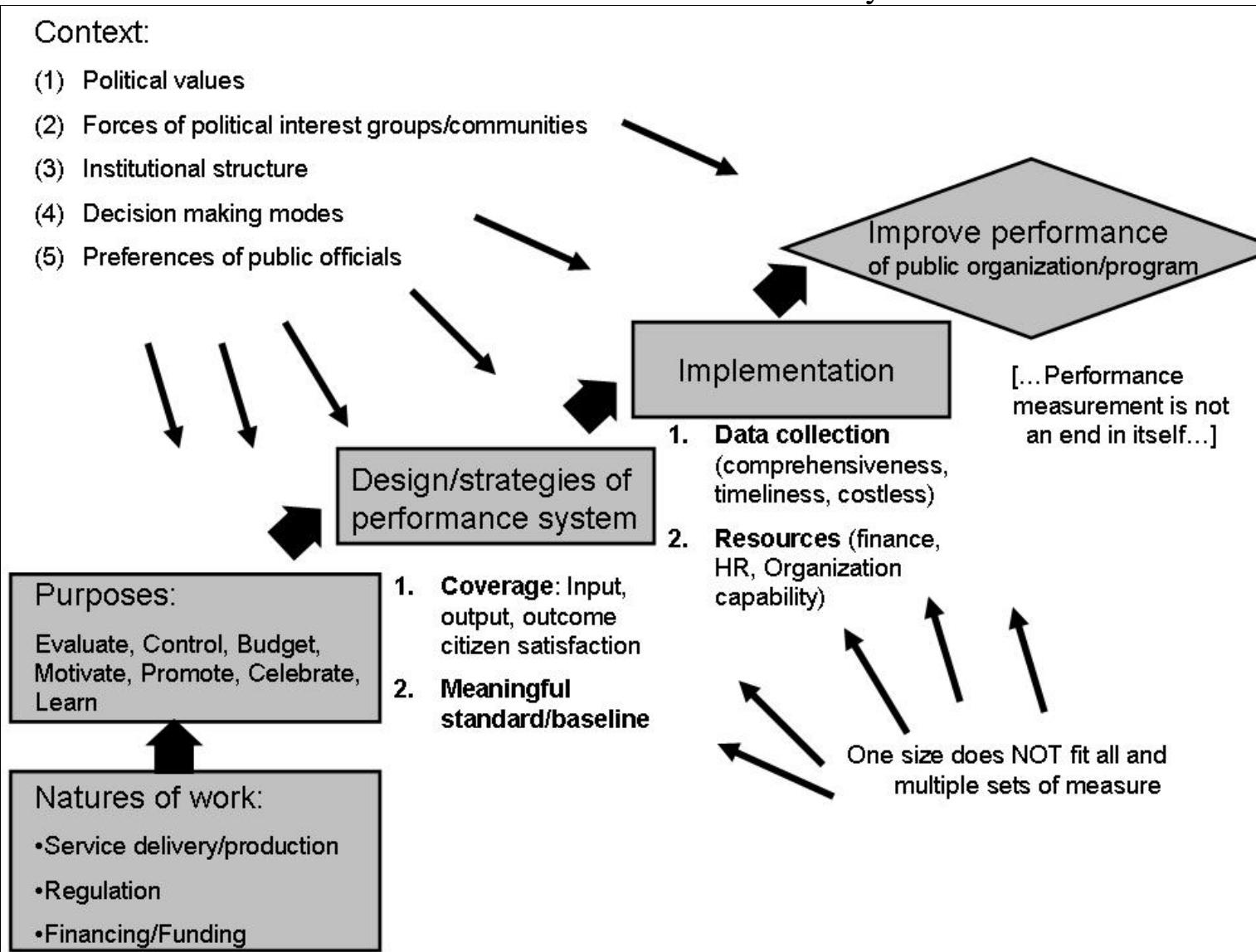
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Performance Reporting System



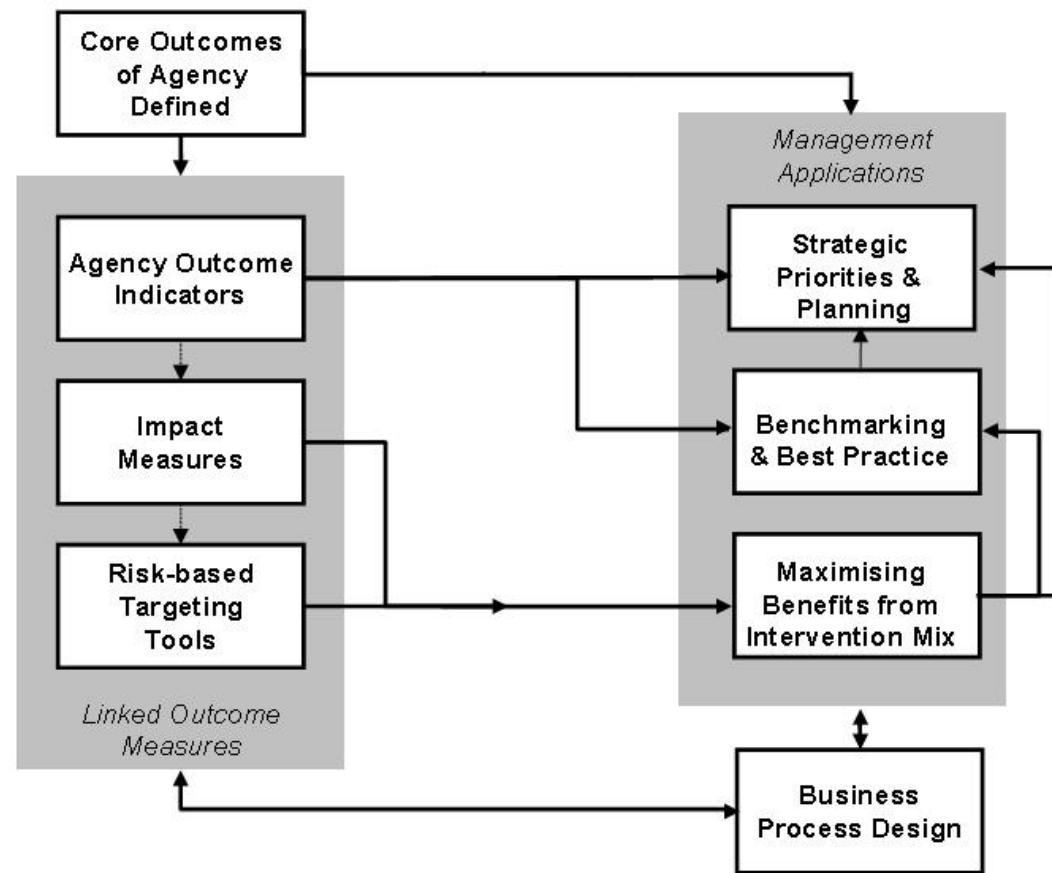
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Effective Performance Measurement System



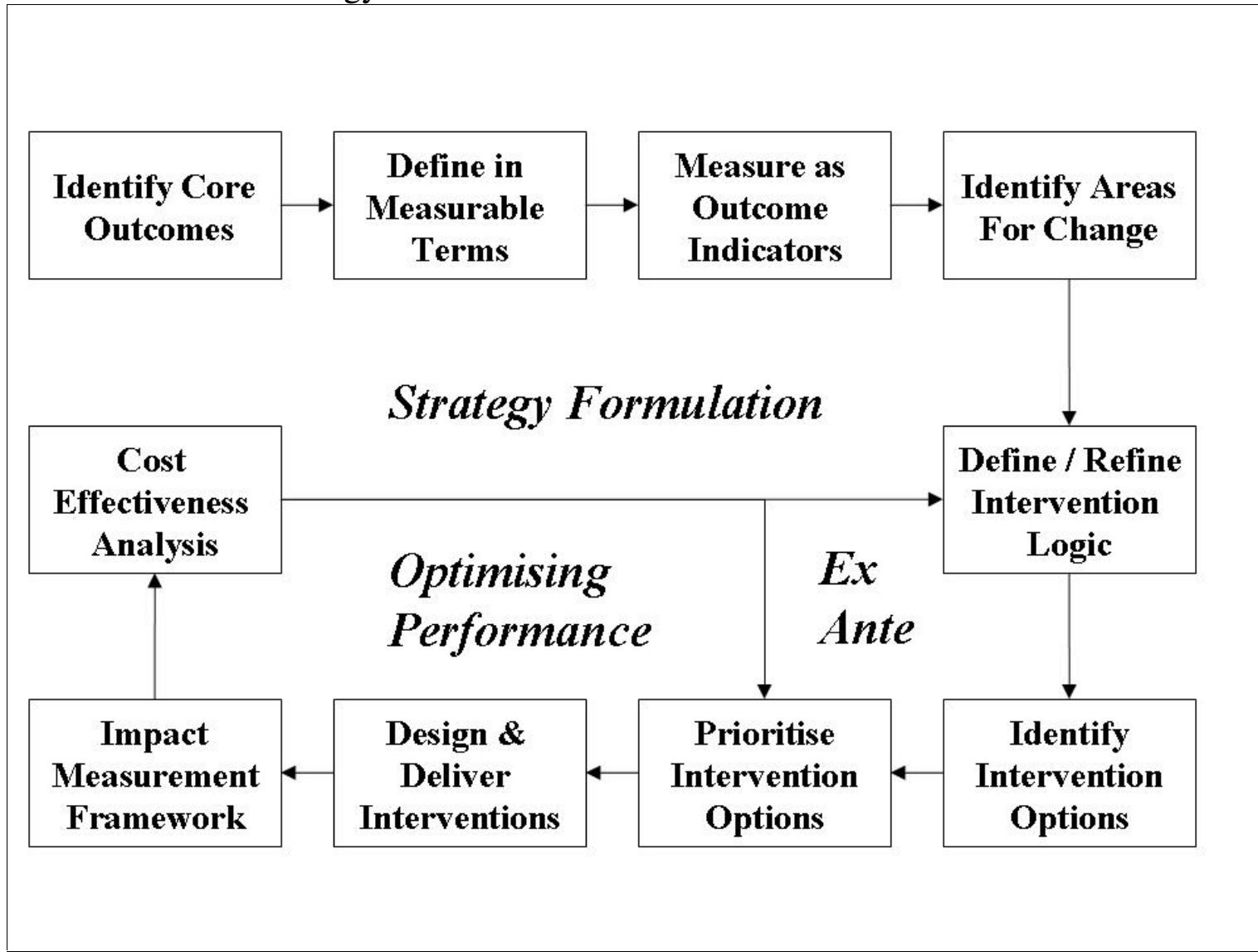
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Management Systems and Capability



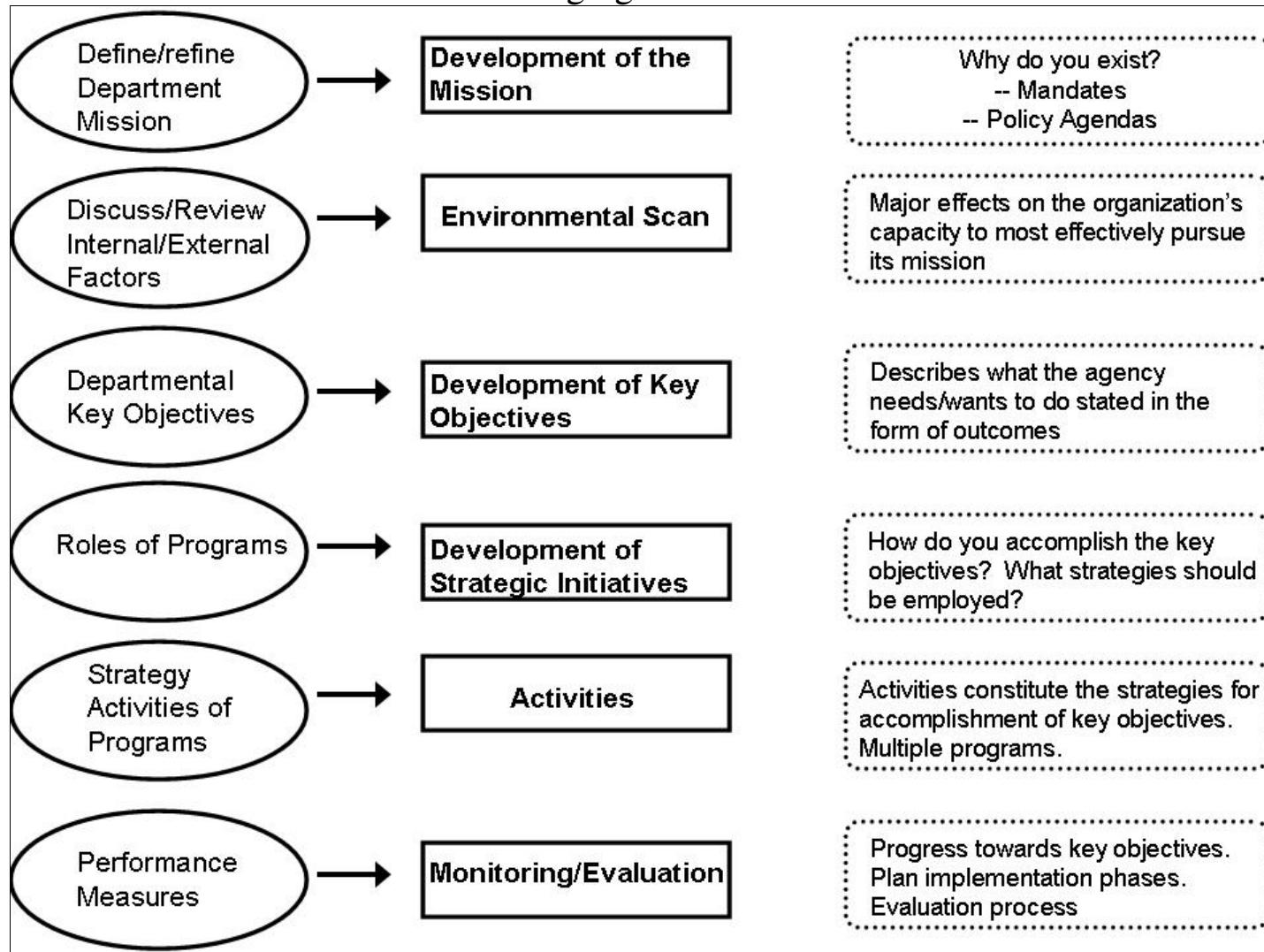
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Strategy Formulation and Performance Measurement



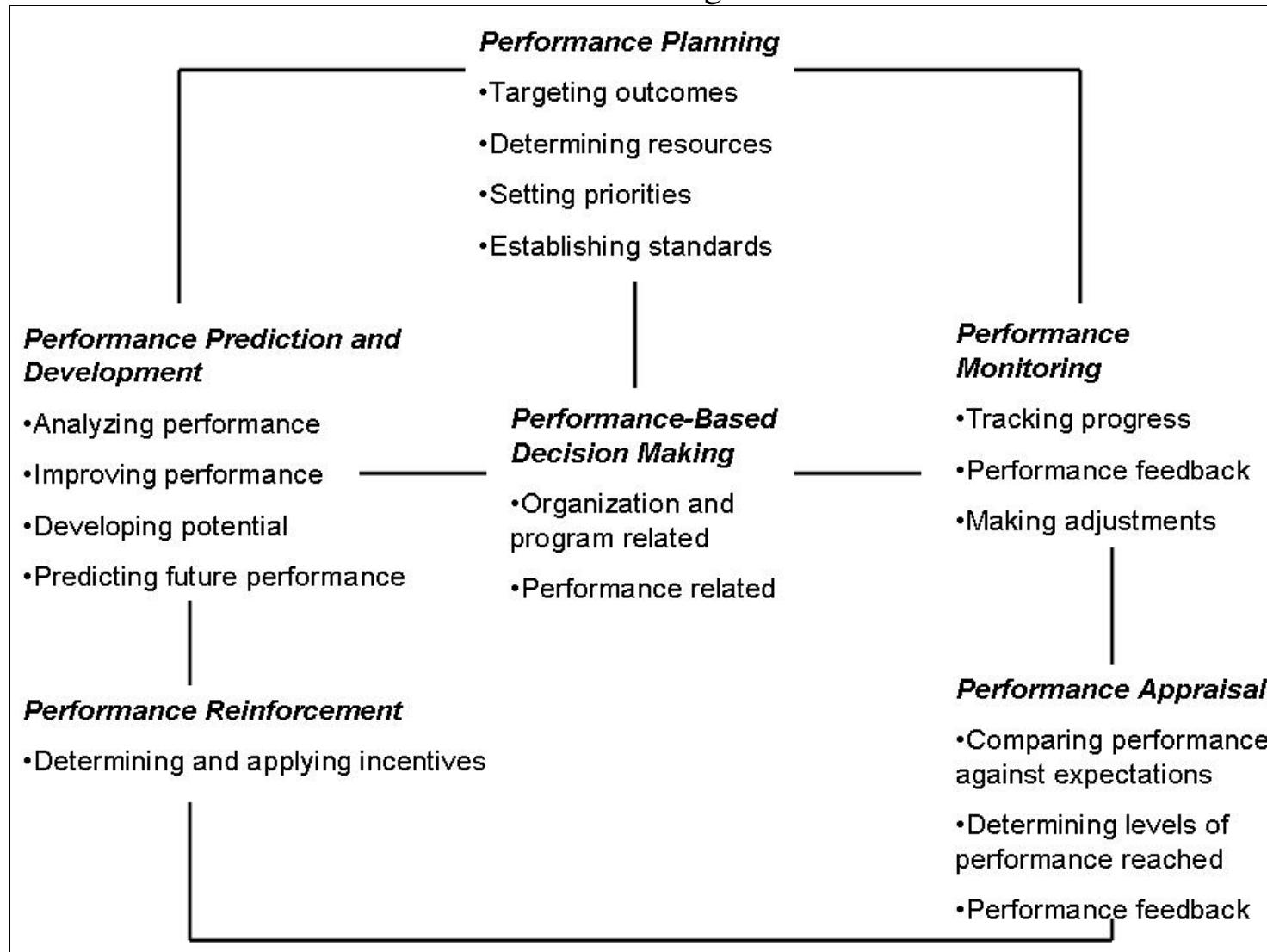
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Managing for Results



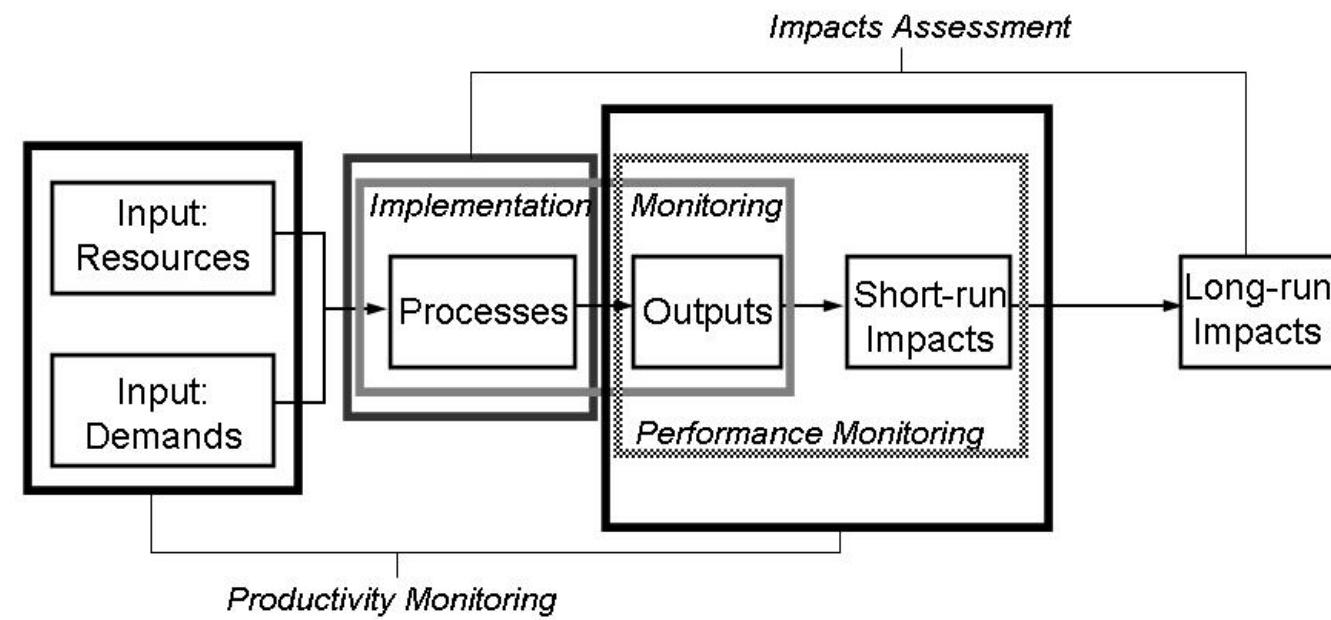
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The Performance Management Process



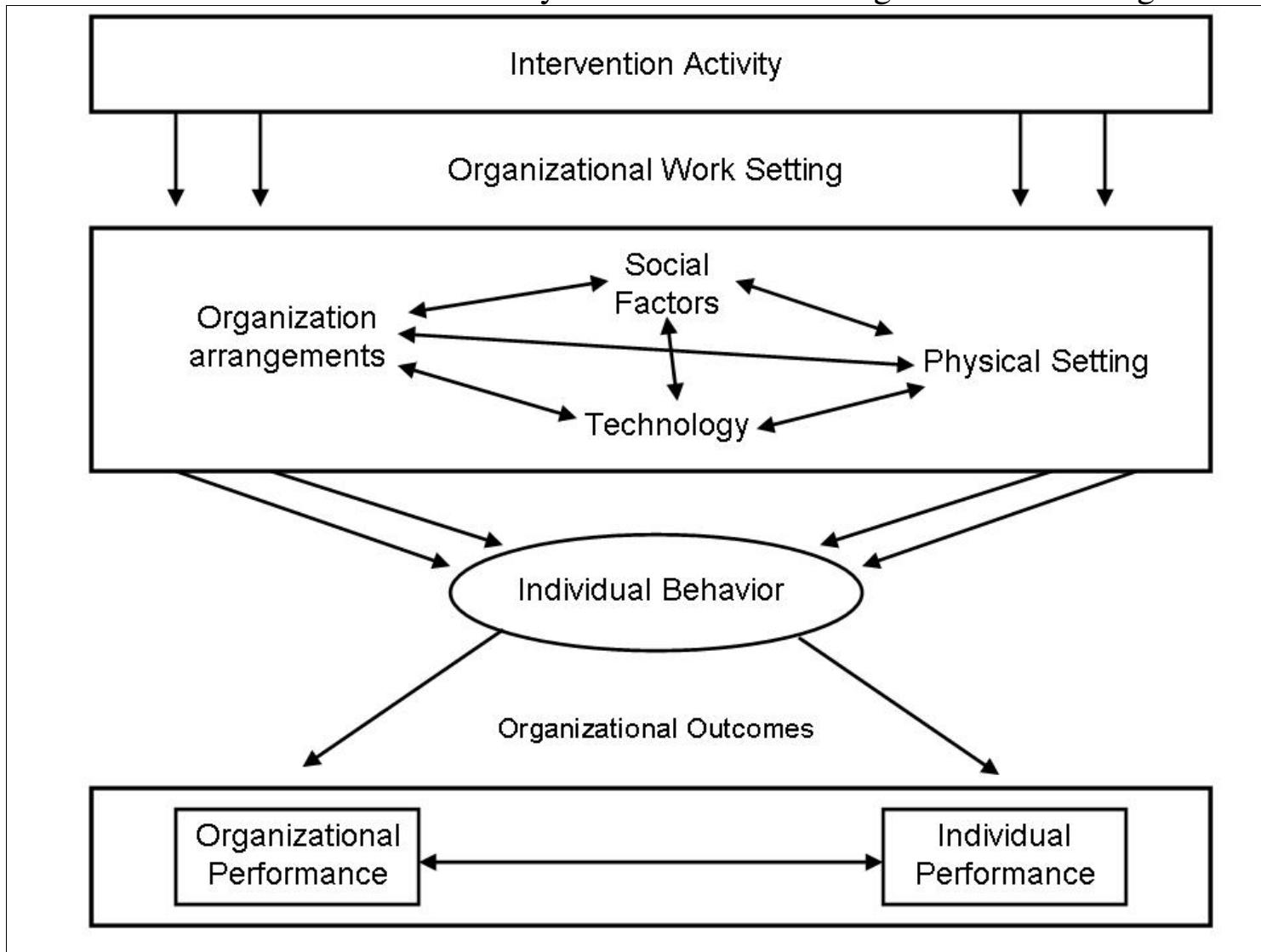
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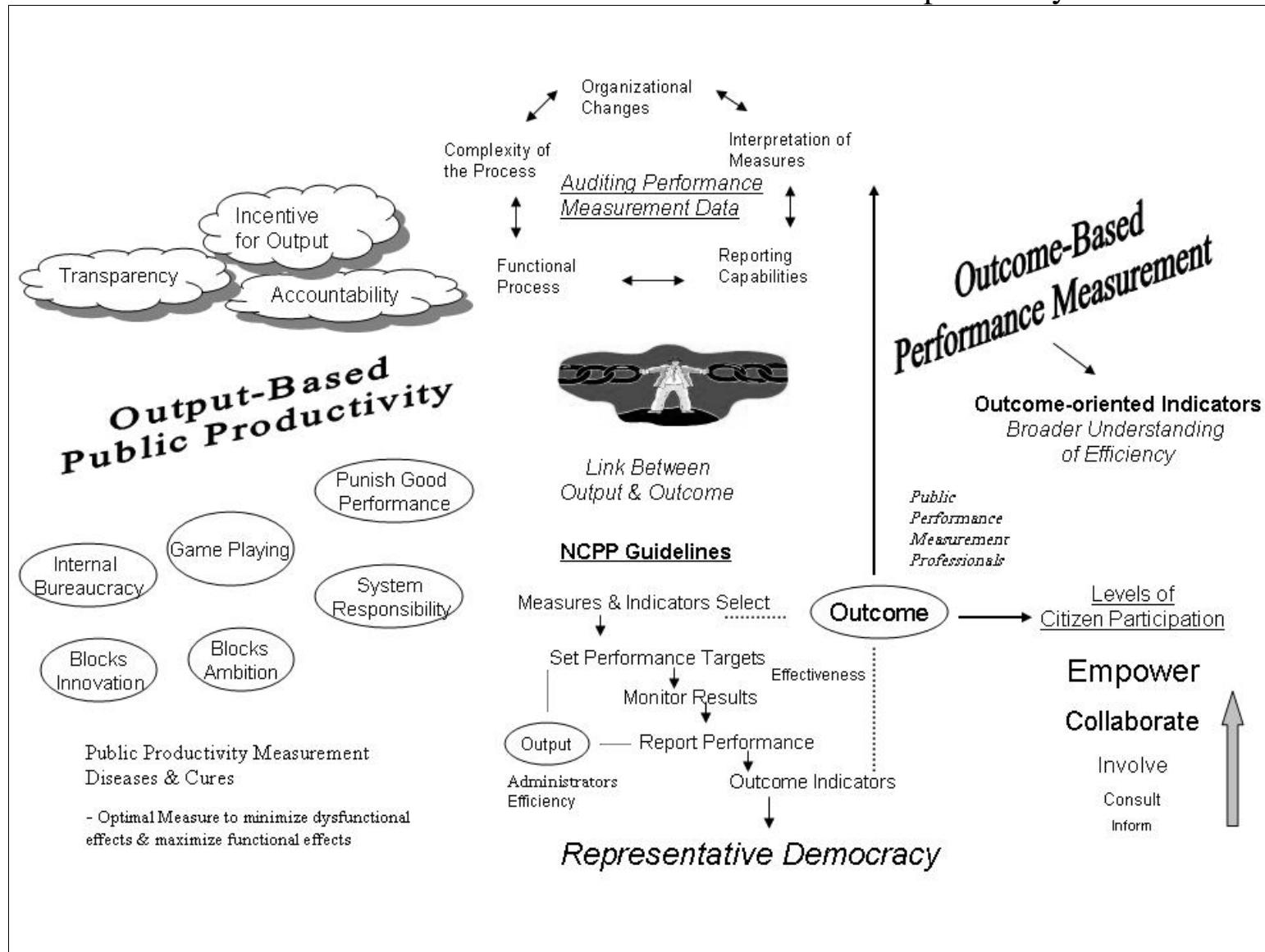
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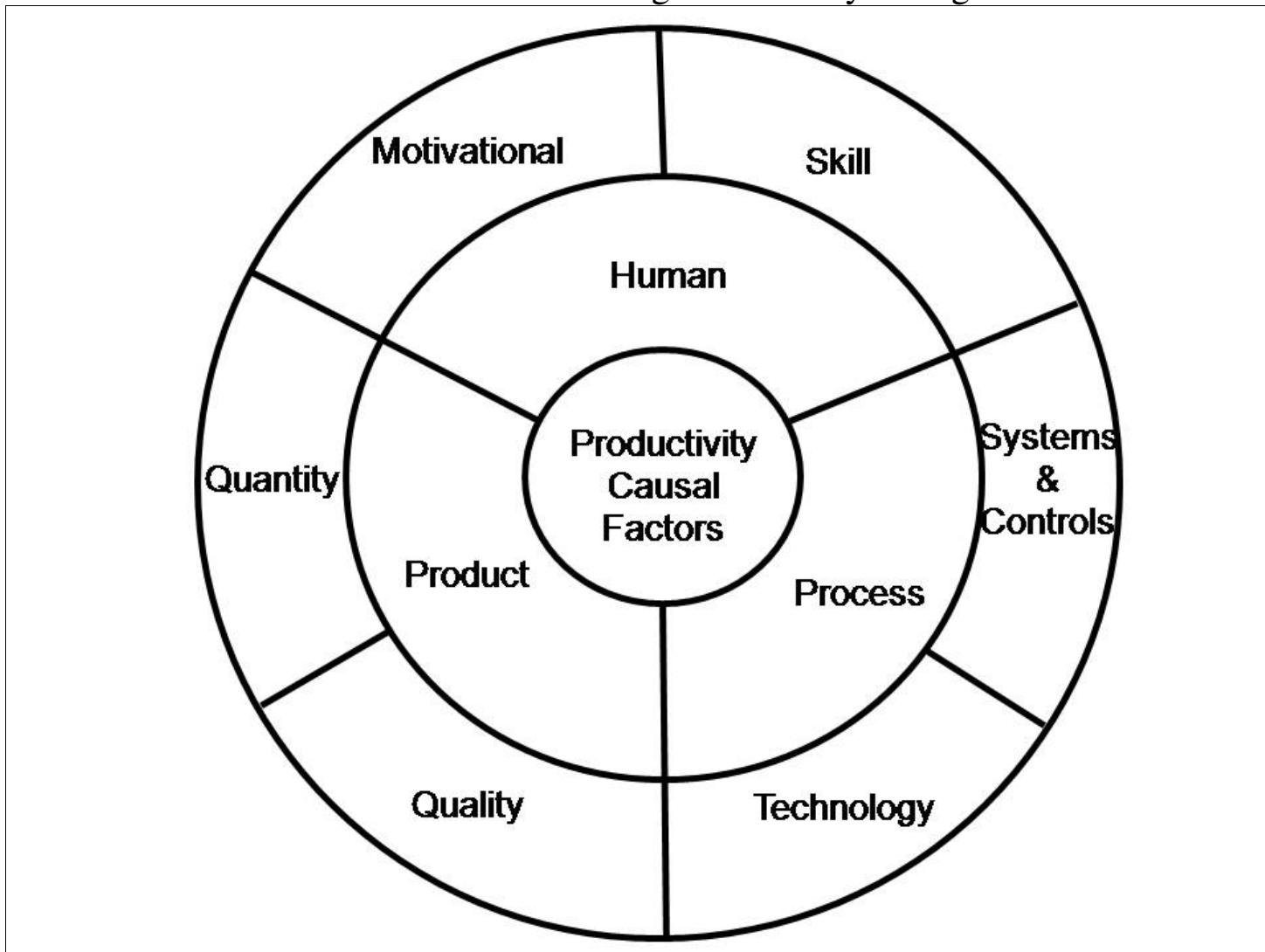
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CHAPTER 6 Improving Public Performance

The content of the diagrams in this chapter complement the topics covered in previous chapters. First, performance measurement and performance improvement are closely linked. In order to observe fluctuations in performance, some sort of measurement is needed. This is one of the reasons why it is so difficult to determine if a newly implemented performance measurement system contributed to improved productivity: We cannot compare achievements under a new measurement program to a period prior to that measurement system. Second, many improvements are subjective and assessments may vary depending upon which stakeholders are consulted. This is where strong partnerships become important for public sector agencies. Opening up the decision-making process internalizes the priorities and preferences of the financiers, the stakeholders, and the beneficiaries of public services: citizens. In turn, by attending more closely to the preferences of groups that demand productivity and performance improvements, improvements are more likely to happen. Third, new technologies also have an influence on productivity. New software, for example, might translate into cost savings and timesaving operations. The use of e-government might not bring down costs because it is an addition, rather than a replacement, for traditional delivery mediums. But it may add to transparency, participation, and outreach opportunities. Fourth, improved task definition, increased employee motivation, better organizational structure and new non-monetary incentives are likely to bring about productivity improvements. This is the case for two reasons: In so many public sector organizations, the bulk of cost goes toward salaries, and many of these agencies involve a labor intensive process. Finally, possible productivity improvements might manifest themselves as a result of changes in the public sector's systems and environment. It is difficult for agencies, by themselves, to directly influence their environments. Other forces might bring about major improvements or changes: a stronger economy, catastrophic events requiring an increased government presence, or progressive political platforms.

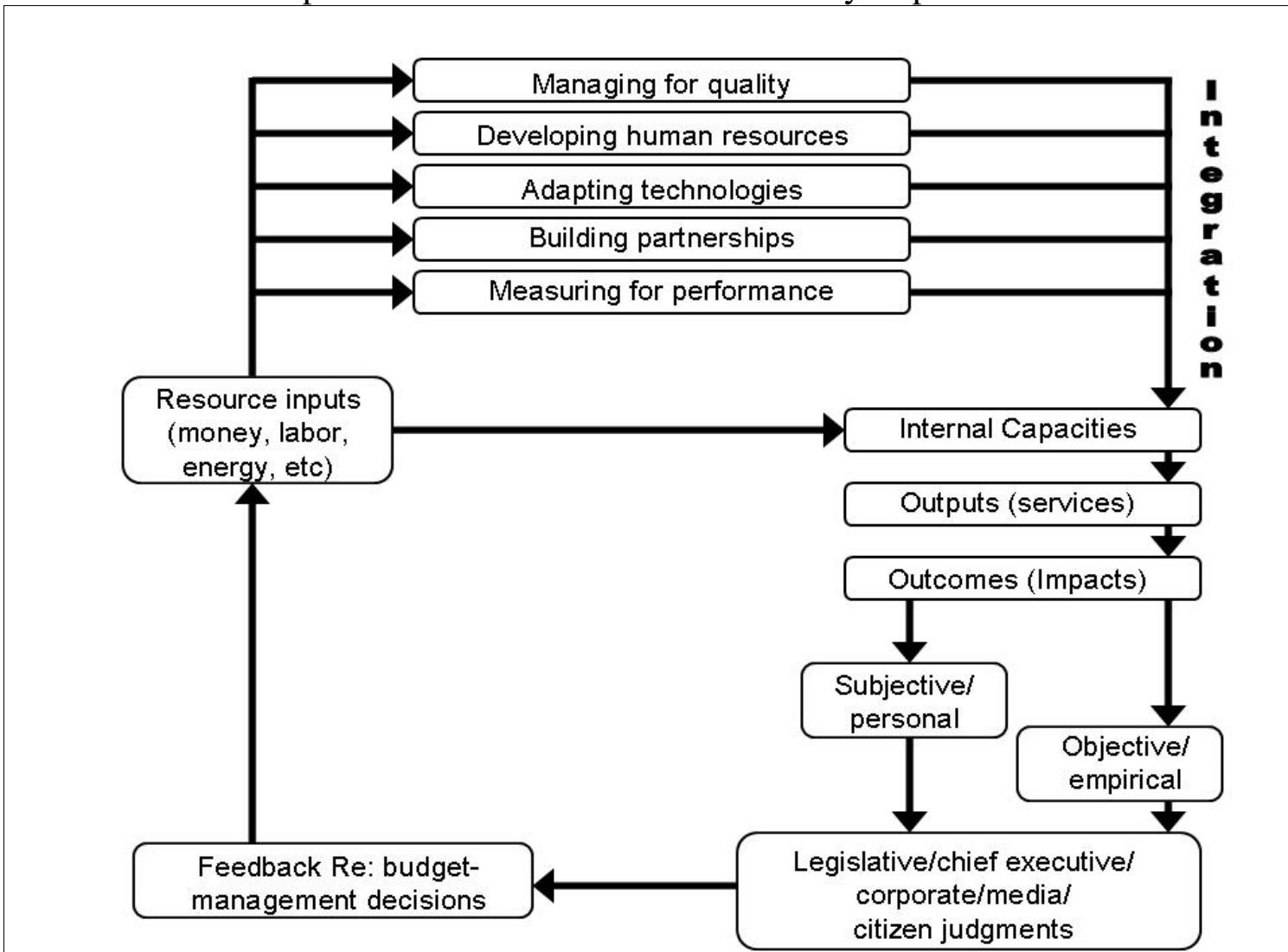
The tone of this chapter is more normative than the previous ones. However, students of public administration should be aware of ways to translate their knowledge of one or many facets of government into concrete improvements. Diagrams in this last chapter should contribute to translating this knowledge into actions.

Causal Factors Affecting Productivity Change



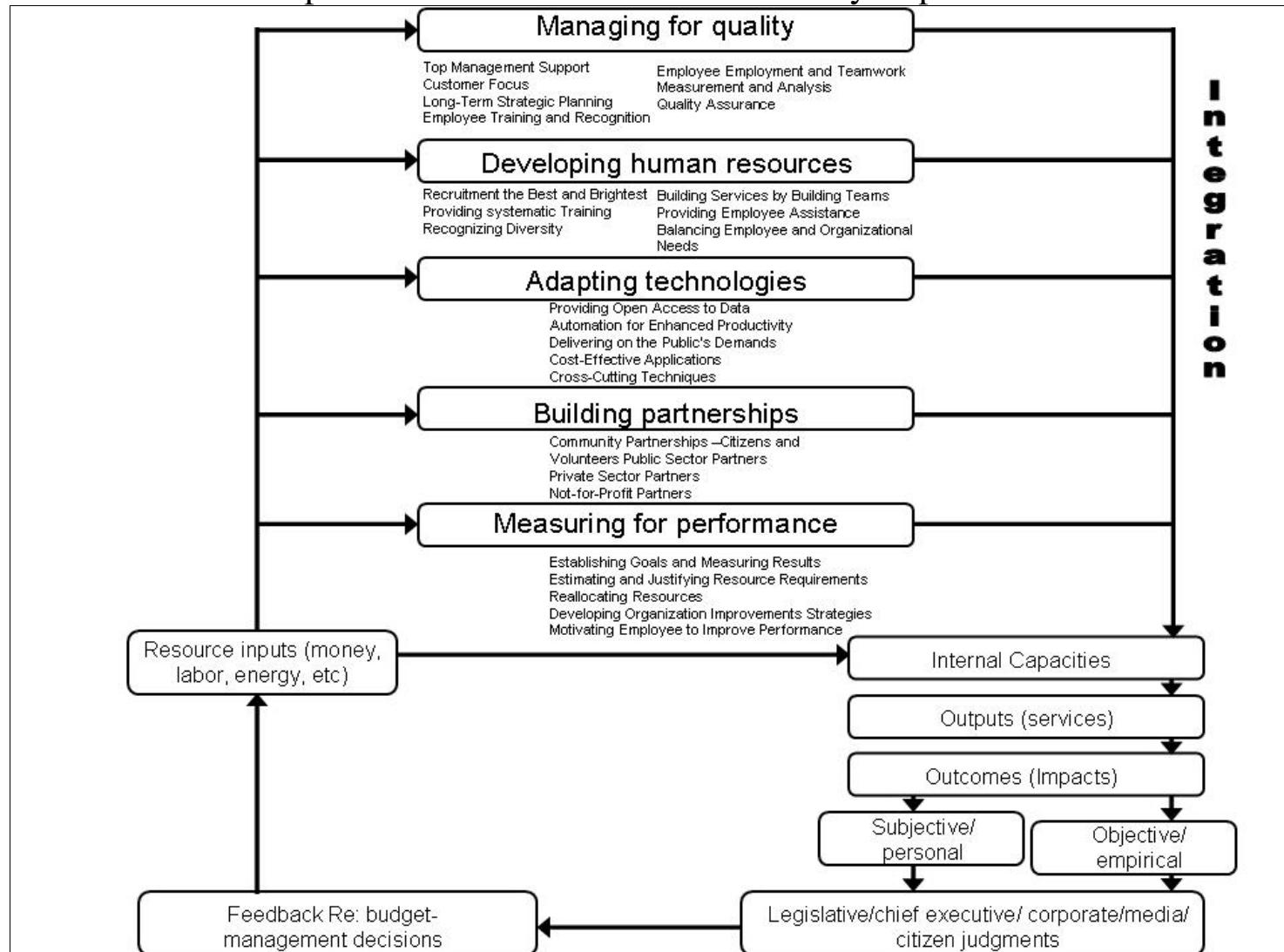
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Comprehensive Public Sector Productivity Improvement



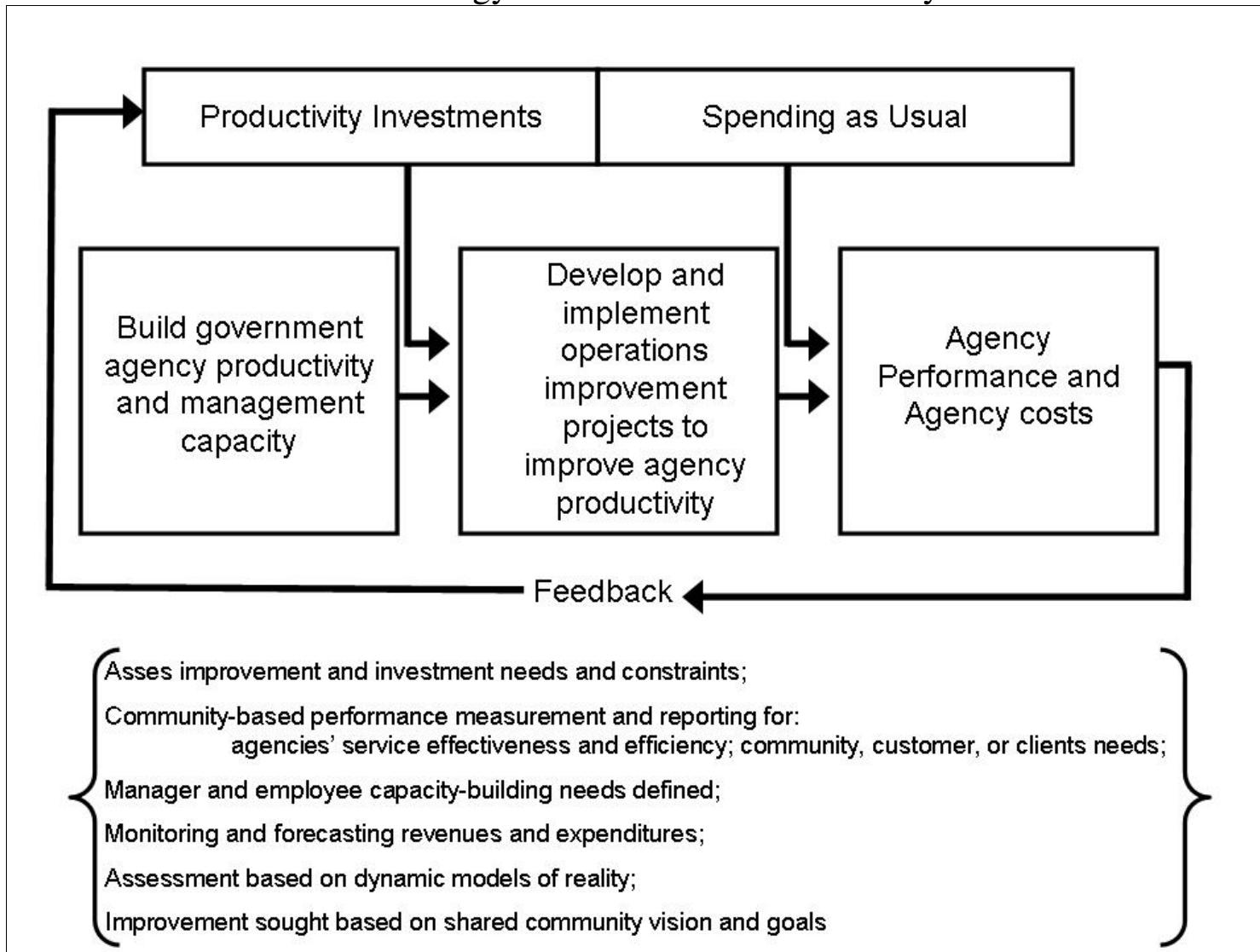
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Comprehensive Public Sector Productivity Improvement



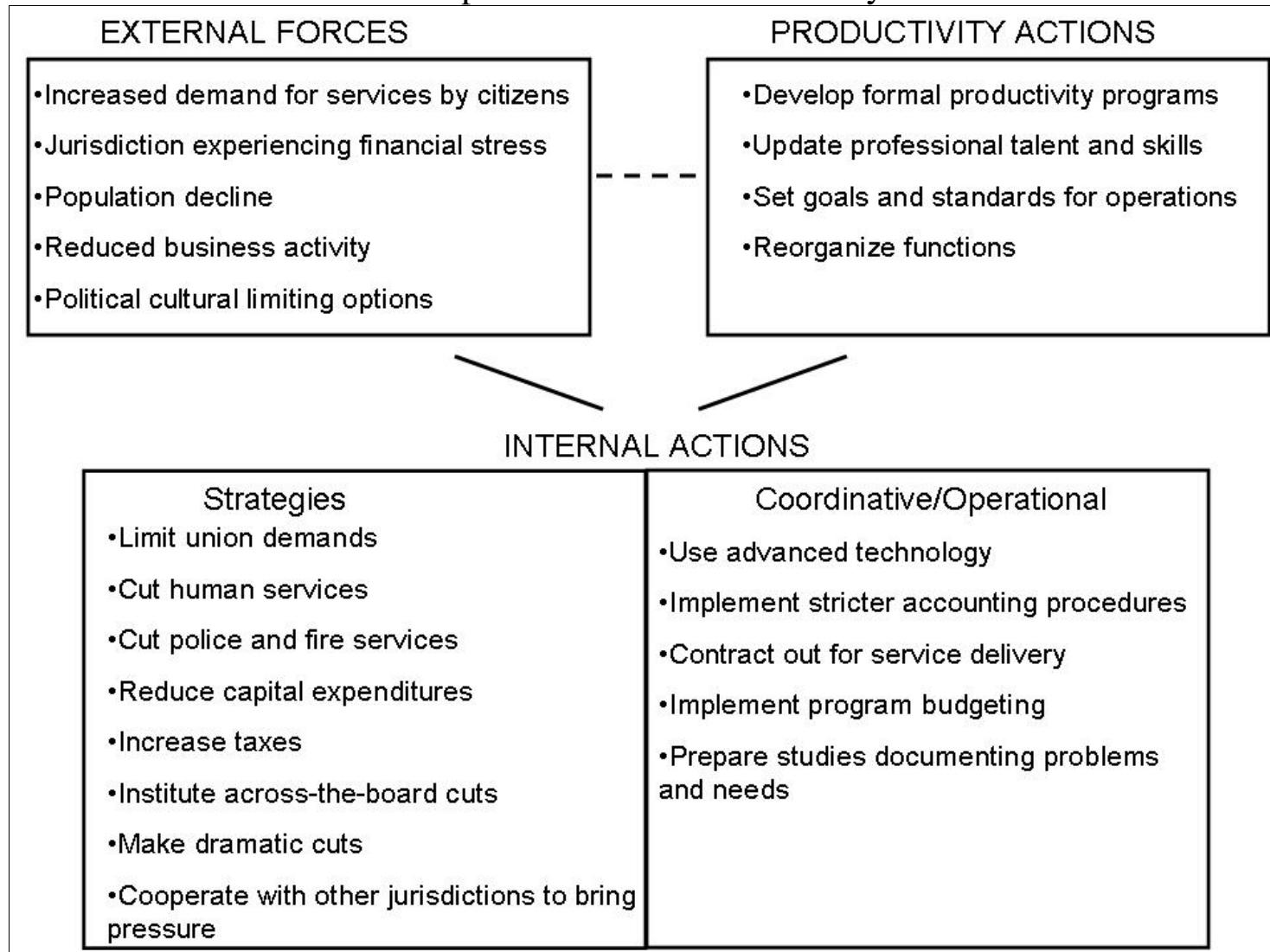
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Investment Strategy for Government Productivity Growth



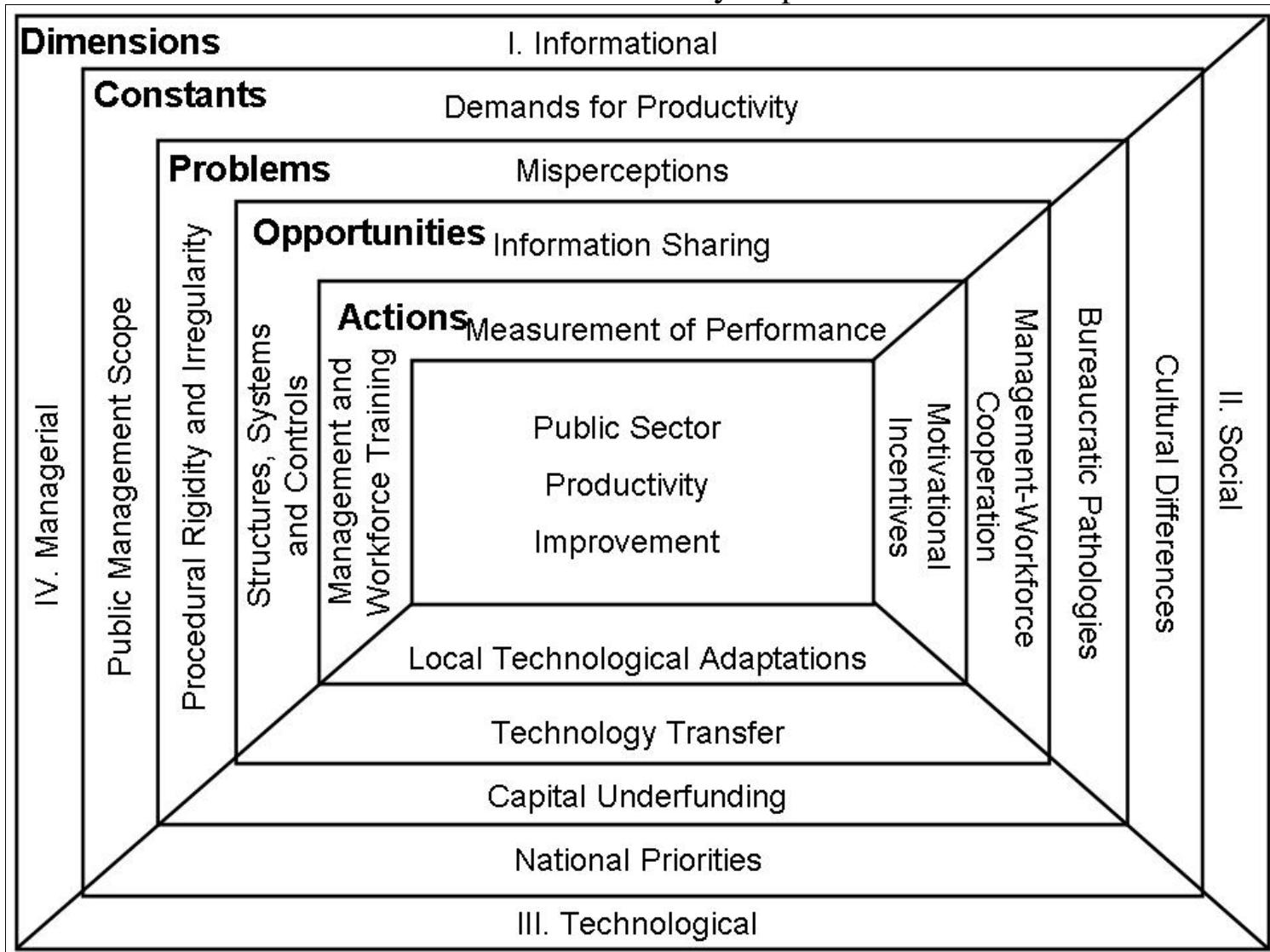
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Response Model of Productivity



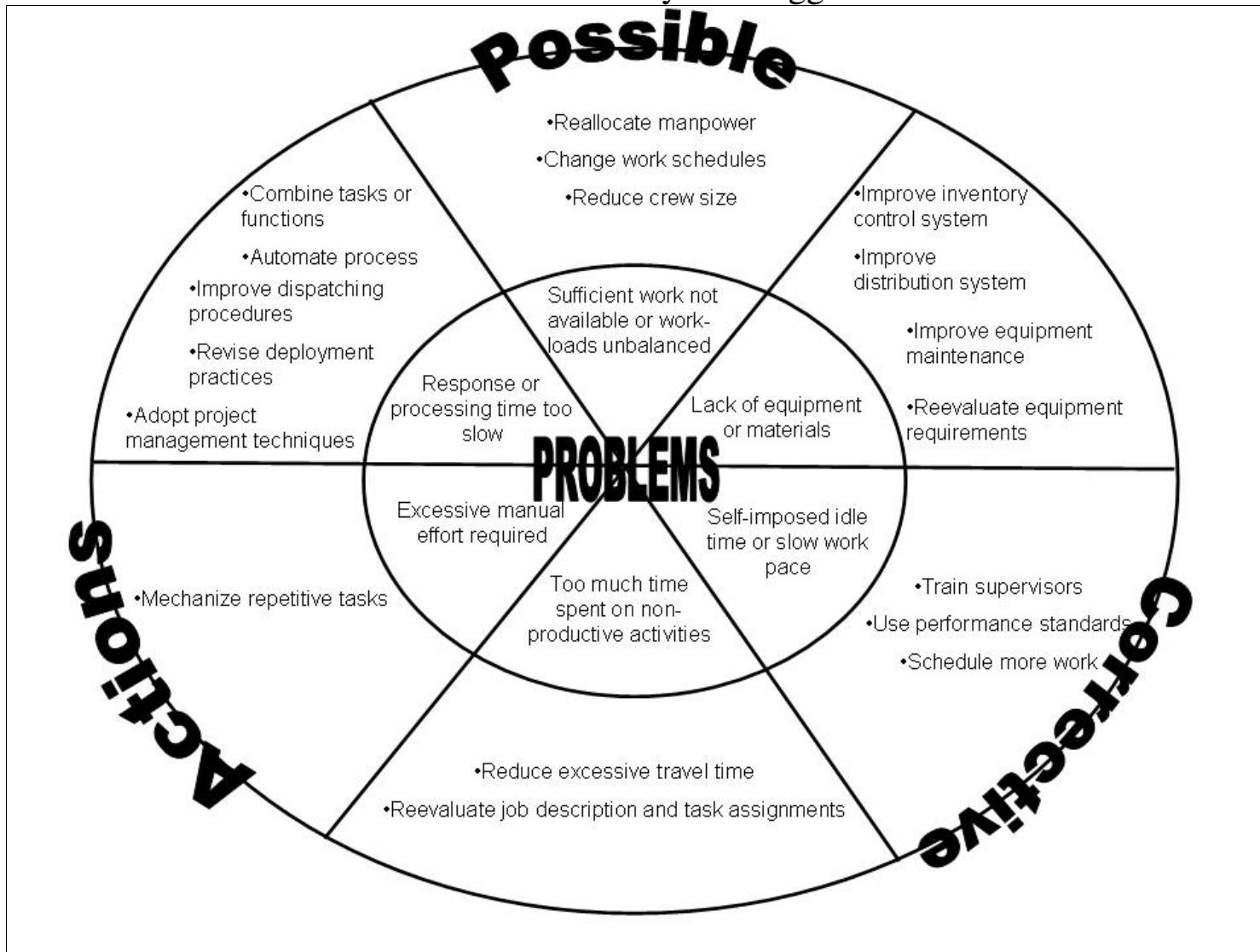
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Public Sector Productivity Improvement



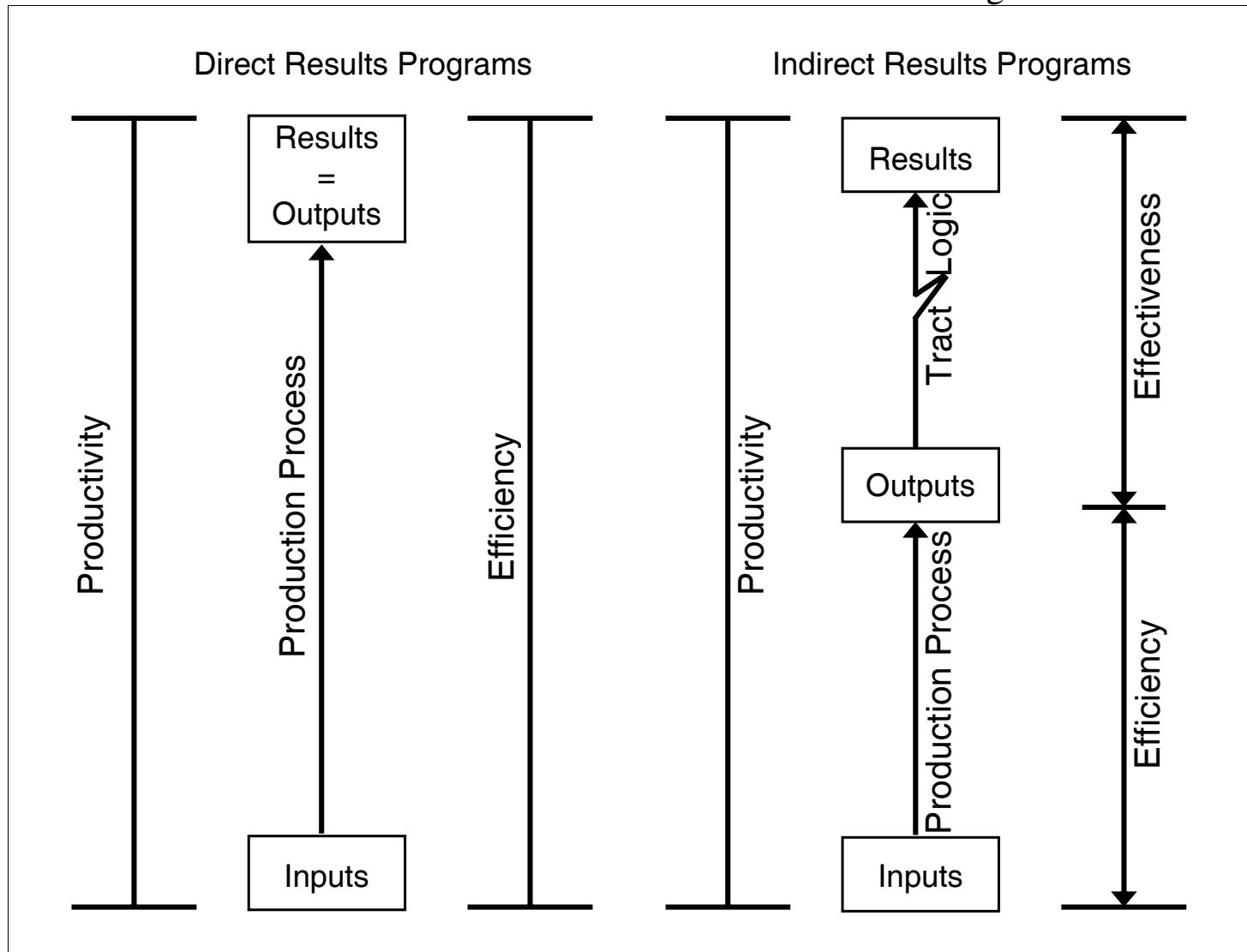
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Common Problems of Low Productivity and Suggested Corrective Actions



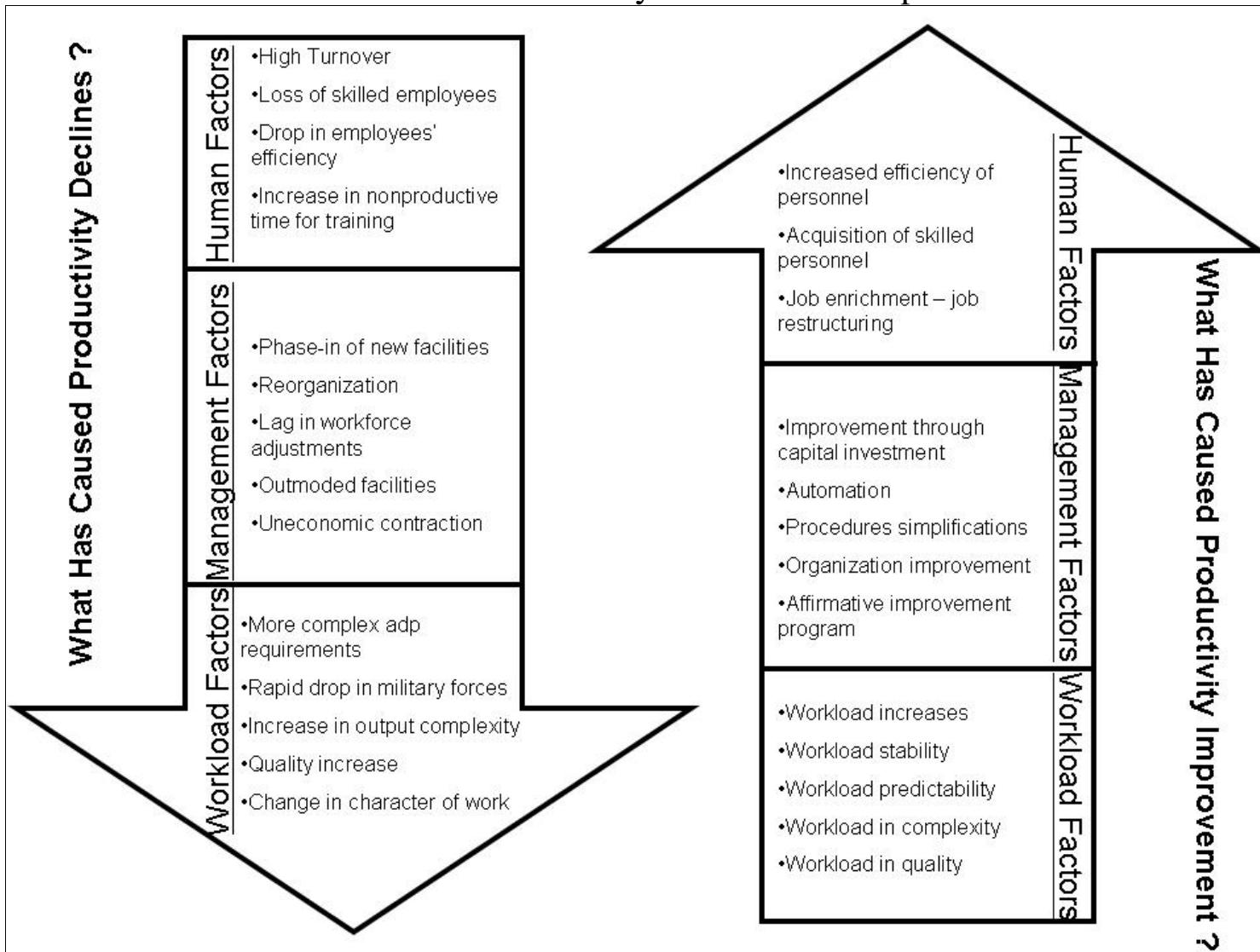
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Evaluation Criteria for Direct and Indirect Results Programs



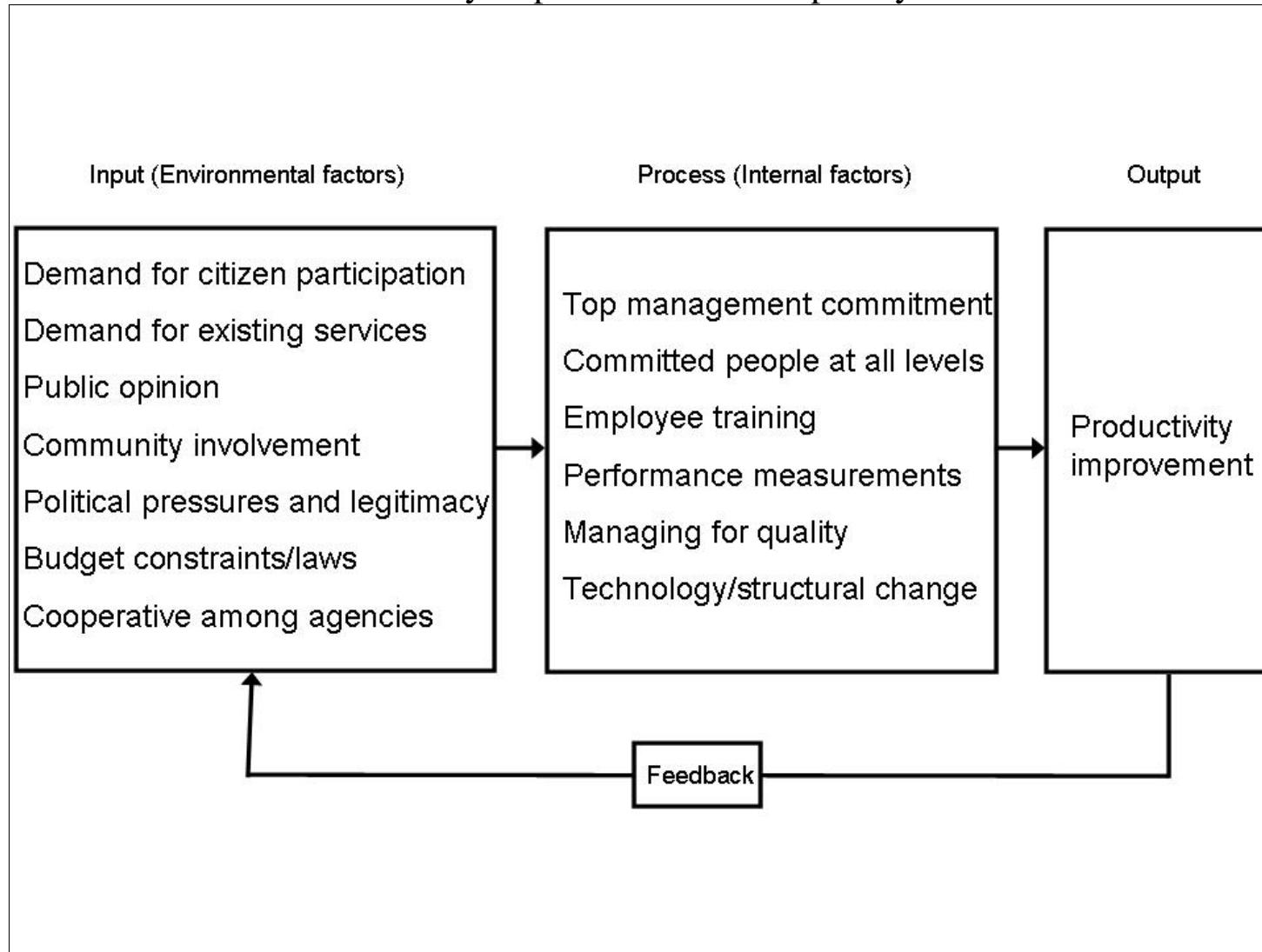
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What Has Caused Productivity Declines and Improvement?



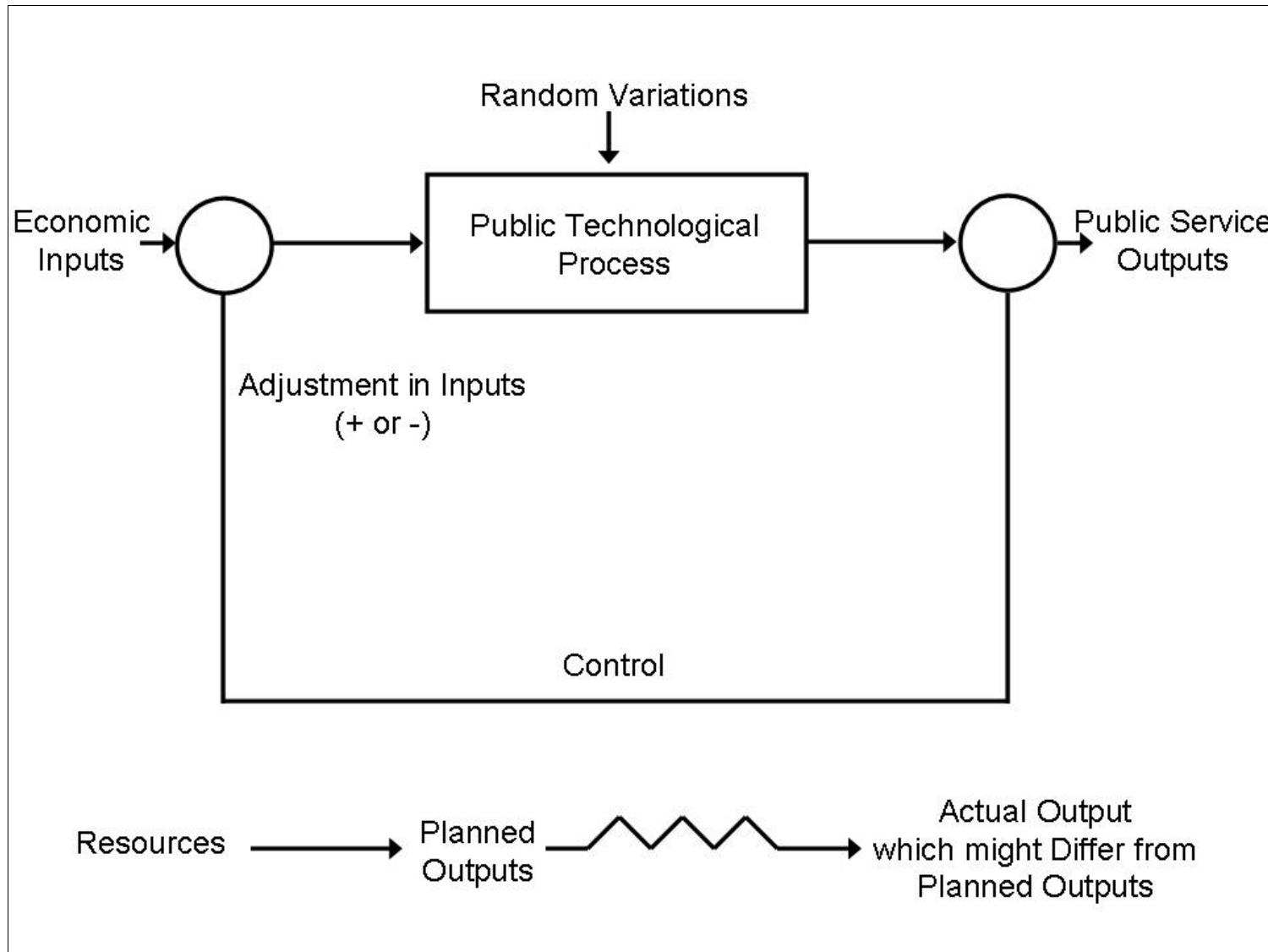
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Productivity Improvement in an Open System



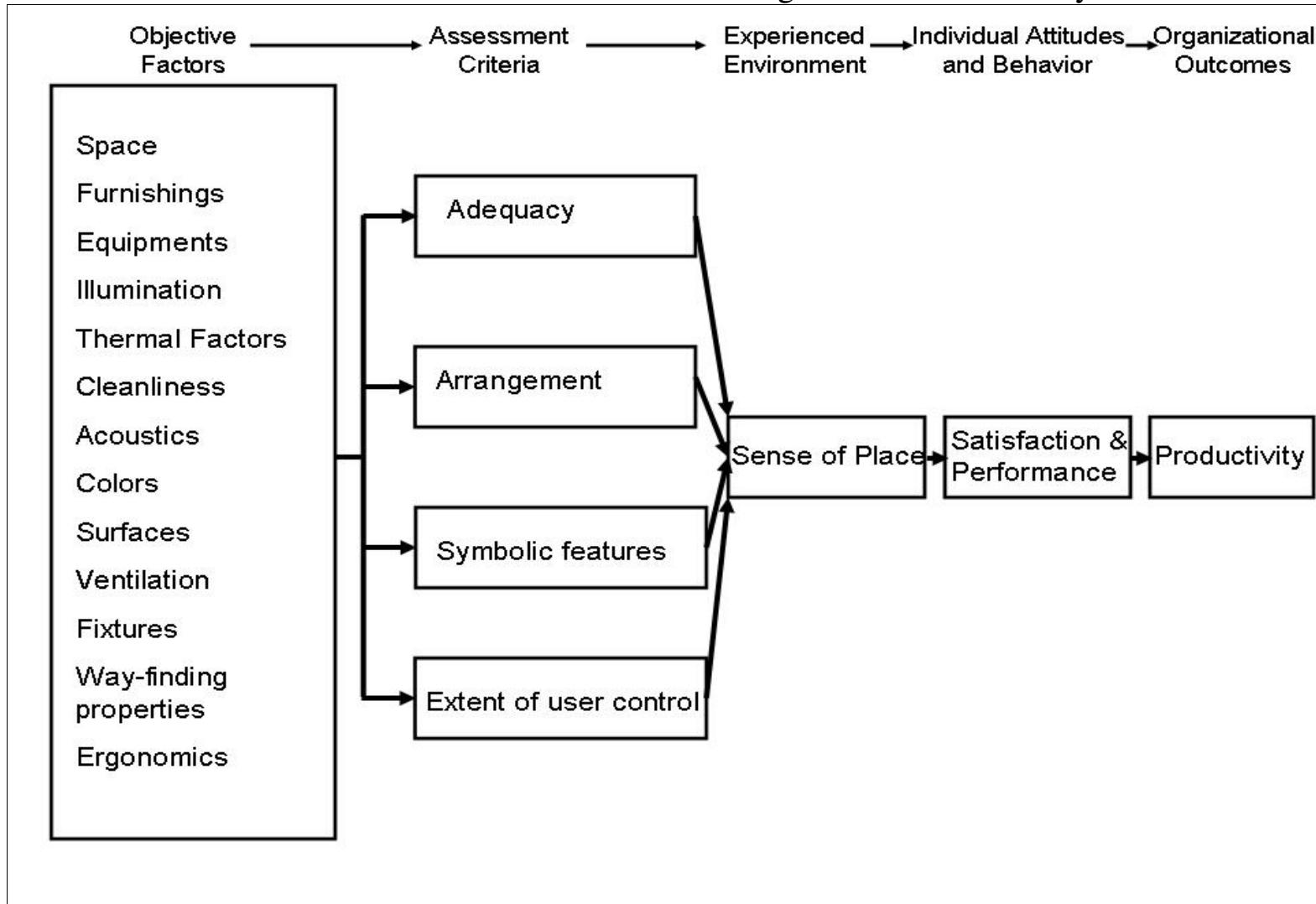
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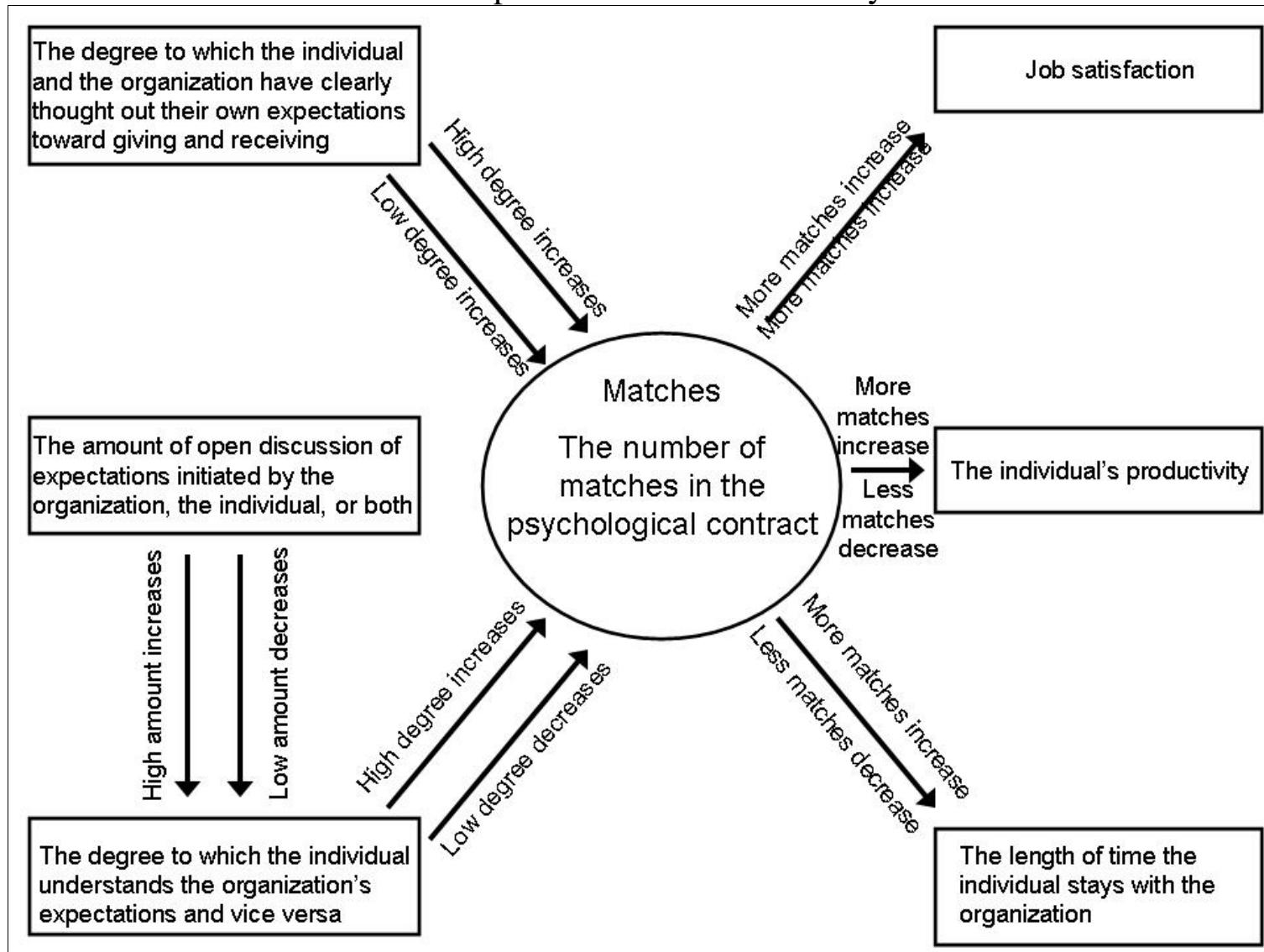
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Process Model of the Effects of Objective Physical Factors
on Individual Attitudes/Behavior and Organization Productivity



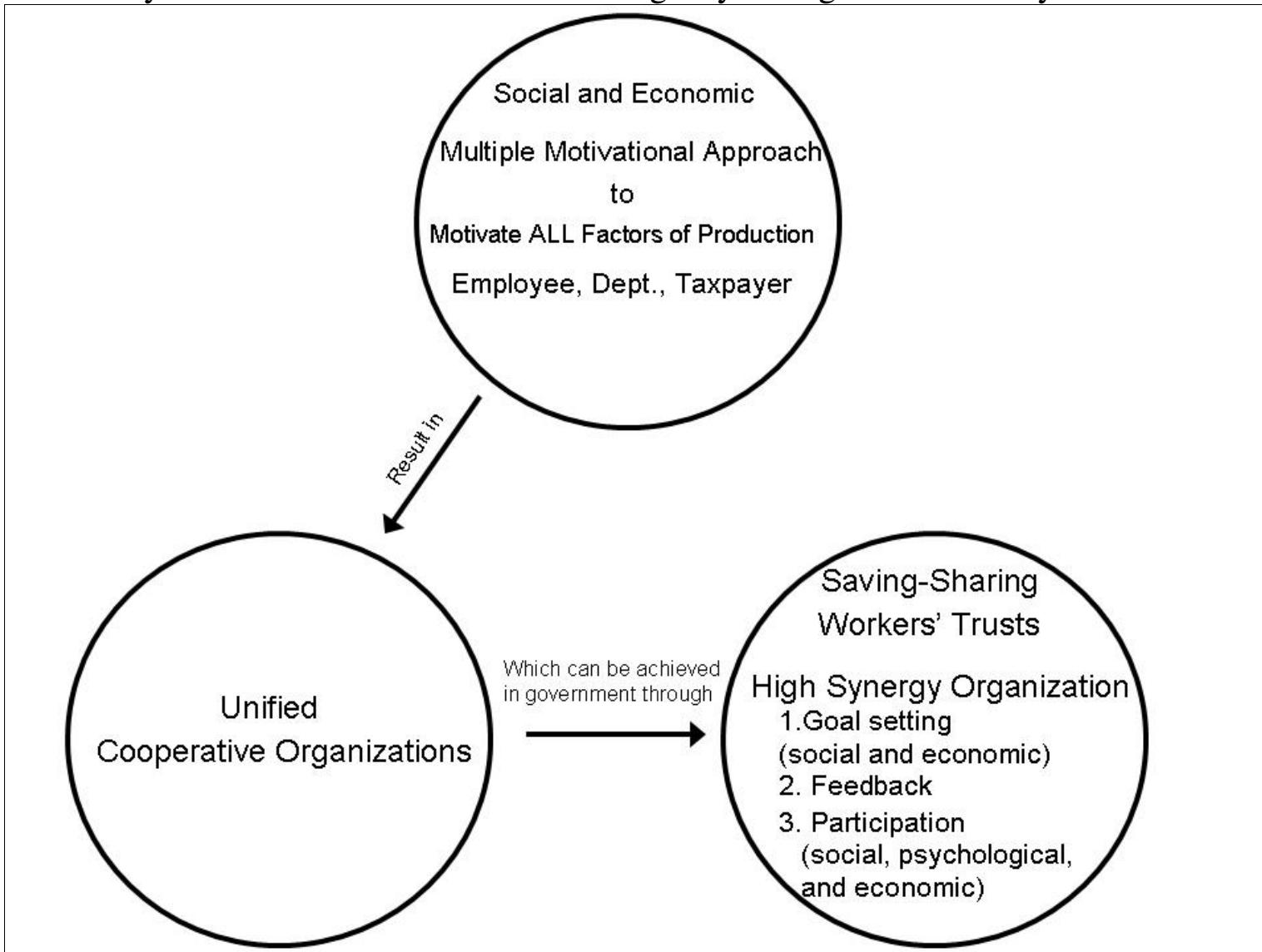
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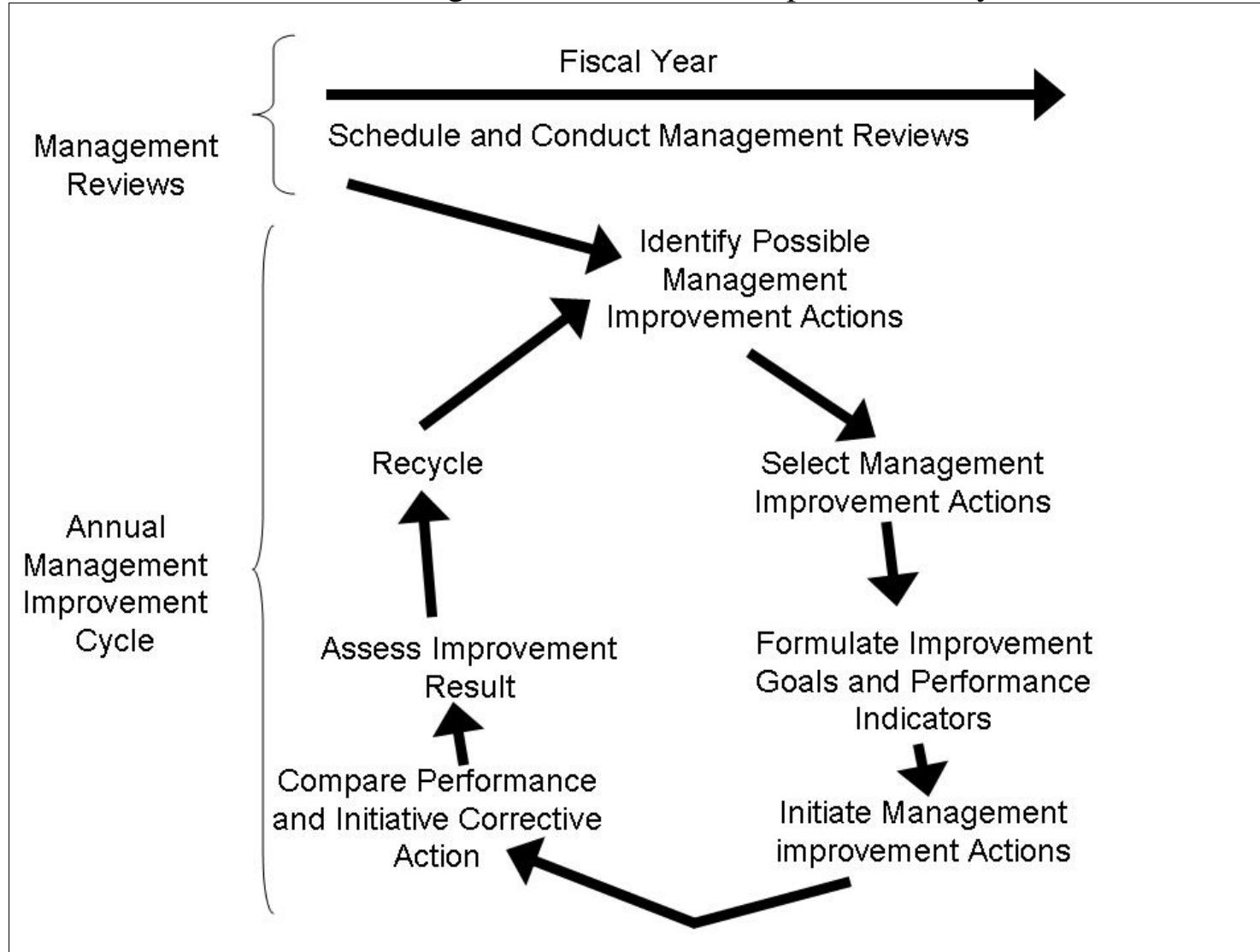
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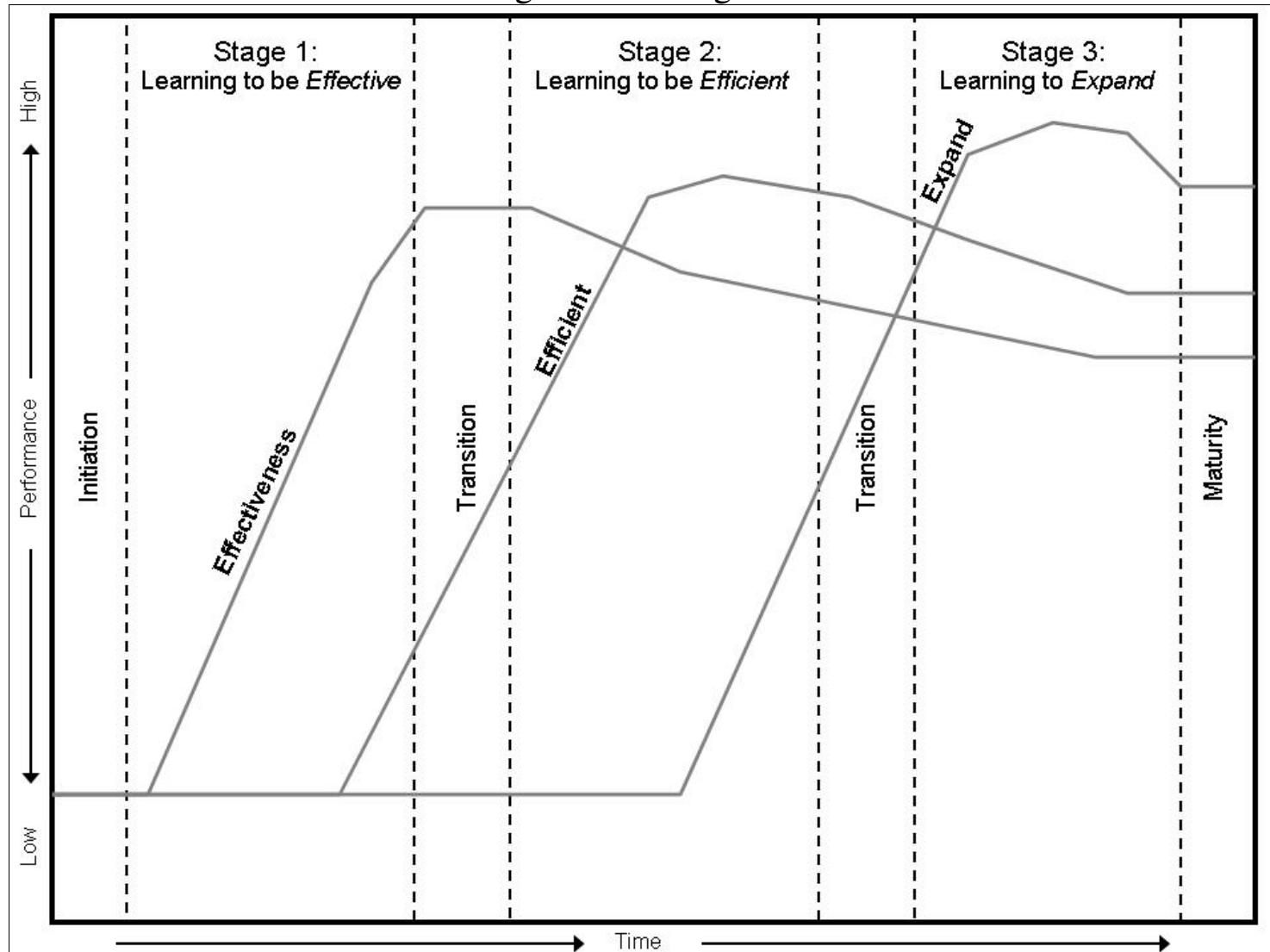
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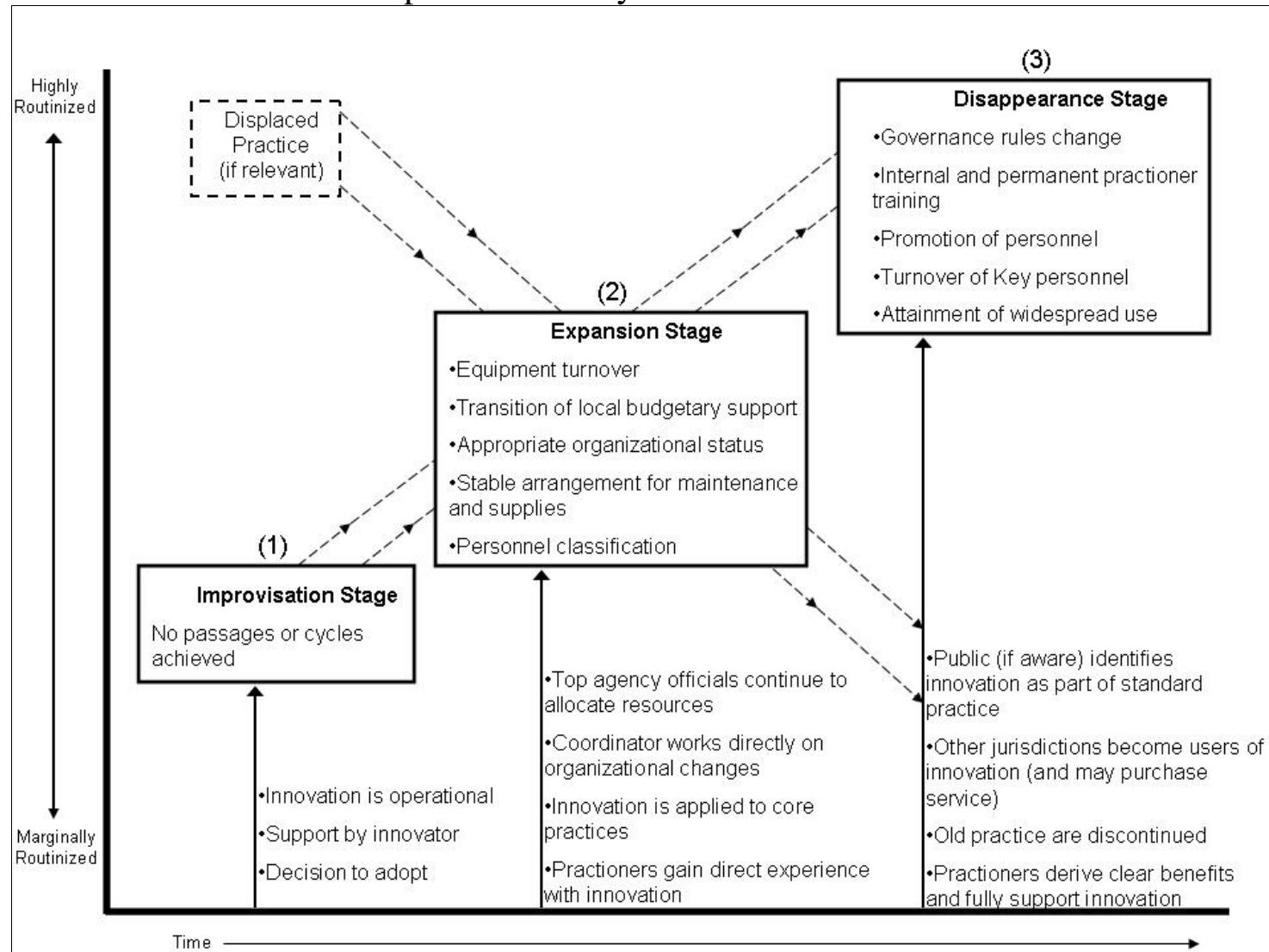
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