

**Performance Management
UAPP-685
Fall 2002**

Maria P. Aristigueta

Office: Graham Hall 182

302-831-4570

e-mail: mariaa@udel.edu

Wednesday 7:00 to 10:00 p.m., Room: GH 185

Course Overview

The general purpose of performance management is to familiarize students with the current reform movements taking place at the national, state, local and non-profit sectors to manage for results. A revolution in public management has swept the globe from the late 1970s through the mid-1990s. Several concerns have driven this revolution: a need to produce more goods and services for lower taxes, a need to increase the public's perception of government, and a need for accountability. We will explore the performance management systems that serve as the foundation for these systems and how they are utilized.

We will study what is necessary to create a high performing organization using the concept of managing for results as an organizing framework. These systems include the use of strategic planning, benchmark indicators, performance measures, performance-based budgeting, and performance evaluations. We will also study how this information may be aligned and linked to increase the efficiency and effectiveness of the organization.

In studying the performance management efforts we will learn that these efforts operate under the theory that: *the effectiveness, efficiency, and accountability of government will improve by having agencies focus their management practices on the results, or outcomes, that government programs strive to achieve. Ultimately, citizen satisfaction, availability of service, and cost reductions will demonstrate the benefits of managing-for-results.* Requirements are placed upon non-profits to implement performance management for similar outcomes.

Learning Objectives

This seminar examines the requirements to build results-oriented, mission driven organizations by examining the tools and techniques used in the national, state, local, and non-profit sectors. The learning objectives for this seminar are:

1. to increase the knowledge of techniques and definitions used in performance management;

2. to further the student's competence in the areas of strategic planning, benchmark indicators, performance measurement, performance-based budgeting, and benchmarking and
3. to explore linkages and alignments of systems for improved efficiency and effectiveness.

Course Requirements

This course has three written assignments that are due on the evening specified on the schedule. Each assignment will be thoroughly explained in class, will follow the discussion on the topic, and a small group exercise in class. Please select an organization you are personally familiar with. Use the same organization for all assignments (you will find that the exercises provide information for the preceding assignment). Please submit all individual work on the date due.

Each of the assignments will be worth a third of your grade and will be graded according to the following scale:

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|-------------|---|
| A | Excellent, professional level work with major effort and insights into the material, well-written and presented |
| A- | Excellent work with few problems or questions, almost A |
| B+ | Competent with insights beyond simple understanding yet, lacking in effort to be considered A work |
| B | Competent understanding of basic material, acceptable level of work |
| B- or below | Lack of comprehension of the material at an acceptable level |

Written and Oral Assignments

Each student will be expected to complete three written assignments and to choose one of the three to present orally in front of the class. Each of the written assignments should be between 8-10 pages, double-spaced and are due on the date stated on the syllabus.

Strategic Planning Assignment--Due October 3, 2001

For an organization or program for which you are familiar develop the following:

- ✍ Organizational Mandates--what are the requirements placed on this organization?

- ✍ A Mission and value statement--Be sure to refer to the questions outline in class to ensure thoroughness.
- ✍ Stakeholder Analysis--Discuss stakeholders by clarifying whether or not they are primary stakeholders and if you would include them in the process and why.
- ✍ SWOT analysis--internal and external factors that the organization must stake into account. Identify strategic issues for this organization.
- ✍ Goals and Objectives--please be sure to use the definition provided in class.
- ✍ Organizational Vision--design a vision of success for your organization or program.

Performance Measurement Assignment--Due October 24, 2001

Using the goals and objectives that you developed in your previous assignment:

- ✍ Develop performance measures Be sure to include input, output, and outcome measures.
- ✍ Explain in your paper why you used these measures and what you hope to learn from the data.
- ✍ How would you integrate this information into the budget process?
- ✍ How would utilize this information for evaluating your program?
- ✍ How about for benchmarking?

Managing for Results Assignment--Due November 28, 2001

Building on your previous assignments:

- ✍ How would you align and link the systems that you have designed for your organization? Demonstrate what the alignment and linkages would look like through graphic and/or explanations.
- ✍ What will be the benefits to the organization to have these alignments and linkages?
- ✍ Conduct an organizational assessment of the organization or program you have been working with through out the semester. What recommendations would you make to management?

Reading Requirement

John Bryson, *Strategic Planning for Public and Nonprofit Organizations* (Jossey-Bass, 1995).

Kevin P. Kearns, *Managing for Accountability* (Jossey-Bass, 1996).

Mark G. Popovich *Creating High-Performance Government Organizations* (Alliance for Redesigning Government, 1998).

Managing for Results: Progress in Linking Performance Plans with Budgets and Financial Statements. GAO-02-236 <http://www.gao.gov/cgi-bin/getrpt?gao-02-236>

Elaine Morley, Scott P. Bryant, and Harry P. Hatry
Comparative Performance Measurement (Urban Institute Press, 2001).

Recommended Readings

Harry Hatry, *Performance Measurement: Getting Results* (Urban Institute Press, 1999). A must if you have not had Management Decision Making.

Paul Light, *Tides of Reform* (Yale University Press, 1997).

Elaine Morley, Elisa Vinson, and Harry P. Hatry, *Outcome Measurement in Nonprofit Organizations: Current Practices and Recommendations* (Urban Institute Press and Independent Sector 2001).

Assignments

Week 1 – August 29, 2001

Introduction to the Course

Week 2 - September 5, 2001

Readings for this week: Popovich, Creating High-Performance Government Organizations, 1-65

History of Reform
Reinvention Movements and its critics and supporters
Managing for Reform Framework

Week 3—September 12, 2001

Readings for this week: John Bryson, Strategic Planning for Public and Nonprofit Organizations, Part One, and pages 45-81
Popovich, Creating High-Performance Government Organizations 66-75

The Use of Strategic Planning
Framework
Process
Use
Key Steps in the Process
Initiating and Agreeing on the process
Mandates and Mission

Week 4—September 19, 2001

Readings for this week: Bryson, pages 82- 129
Popovich, *Creating High-Performance Government Organizations* 76-121
Key Steps in the Process continue
 SWOT
 Identifying strategic issues

Week 5---September 26, 2001

Readings for this week: Bryson, pages 130-241

Key Steps in the Process continue
 Strategies
 Vision

Week 6--- October 3, 2001 Due this week, Strategic Planning Assignment

Readings for this week: Class handouts on performance measurement.

The Use of Performance Measures
 Benchmarks and targets
 Performance indicators
 Input
 Output
 Outcome

Week 7----October 10, 2001

Readings for this week: Morley, et al, pages 1-42.

The comparative performance measurement

Week 8—October 17, 2001

Readings for this week: Morley, et al, pages 43-90

Preparing for Data Collection
Collecting Data for Comparison
Analyzing and Reporting

Week 9—October 24, 2001 Due: Performance Measurement Assignment

Readings for this week: Morley, et al, pages 91-99

Using Comparative Performance Information

Week 10---October 31, 2001

Readings for this week: Kearns, Managing for Accountability, pages 3-44

Concepts and Controversies
Preserving the public trust

Week 11---November 7, 2001

Readings for this week: Kearns, pages 45-123

Aligning systems to support mission and goals of the organization
 Organization's activities
 Core Processes
 Resources

Week 12---November 14, 2001

Readings for this week: Kearns, pages 124-193

Linking systems to provide an accountability infrastructure
 Financial resources
 Human resources
 Information
 Legal Mandates
 Networks
 Public Image and credibility
 Management controls and governance procedures

Week 13---November 21, 2001

Popovich, *Creating High-Performance Government Organizations* 125-179

Building Capacity
Limitations of Systems

Week 14---November 28, 2001 Due: Managing for Results project

Week 15--December 5, 2001 Course wrap-up and return of projects