



THE OHIO STATE UNIVERSITY

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

PUBAFRS 7554
Performance Management in the Public Sector
Summer 2016

Professor:

Guy V. Worley

Time:

Thursday, 5:30-8:15 PM

Building/Room:

Page Hall – Room 0040

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Course Description:

Performance Management has been used by the private sector for decades, but is now being adopted at all levels of government as a management tool to help government organizations become more effective and efficient. This course will provide students with an understanding of performance management principles including how to create useful performance information, how to use performance data to manage operations, how to use performance information to develop more effective employees, and how to use performance information to make financial decisions.

Federal, State, Local and quasi-governmental case studies will be examined on how elected officials and public/non-profit sector managers are using these tools to determine what programs should continue to receive investment and which programs should be discontinued because they are not producing the results that were intended (i.e. Performance/Budget integration). Real world examples will be reviewed on how public sector leaders are using performance information to operate programs more effectively and using that information to justify additional funding and gain public support for their programs.

Course Calendar:

May 12 Course Overview

Introduction to Performance Management: What is it? Why do it? Where and how is it done?

May 19 Performance Management - Case Study

City of Austin, Texas

Readings:

1. Katherine Barrett, Richard Green and Michele Mariani February 2002. "The Government Performance Project: Grading the Counties" Governing Magazine.
2. Mike Ervin, City of Austin, Texas Managing for Results Case Study, ICMA

May 26 Meaningful Performance Information, Monitoring and Reporting

Readings:

1. David Ammons 2001. "Municipal Benchmarks Assessing Local Performance and Establishing Community Standards", Chapter 2: Performance Measurement and Benchmarking.
2. Richard J. Fischer, An Overview of Performance Management, ICMA

June 2 Performance Management - Federal Case Study

Office of National Drug Control Policy

Readings:

1. Patrick J. Murphy and John Carnevale 2001, The Challenge of Developing Cross- Agency Measures: A Case Study of the Office of National Drug Control Policy, PricewaterhouseCoopers Managing for Results Series
2. Jung Wook Lee and Seok Eun Kim 2007, "Implementing Performance Management: An Empirical Analysis of the Conditions for Successful Implementation of Performance Management in U.S. Federal Agencies".
3. www.performance.gov - Driving Federal Performance
4. Budget of the United States Government FY2013 – Analytical Perspectives, Chapter 7, Delivering a High Performance Government

June 9 LeanOhio – “Leaning up State Government” – State of Ohio, Case Study

Readings:

1. Government Finance Officers Association and TechSolve 2010. "Less Time, Lower Cost, and Greater Quality" – Making Government Work Better with Lean Process Improvement
2. www.lean.ohio.gov

June 16 Midterm Paper Due and Group Presentations

June 23 Performance Budgeting - Case Studies:

State of South Carolina	Snohomish County
State of Washington	City of San Jose

Readings:

1. Shane C. Kavanagh, Jon Johnson and Chris Fabian 2011, "Anatomy of a Priority-Driven Budget Process" The Government Finance Officers Association
2. Richard Young, Jon Pierce, and Ed Thomas 2005, "South Carolina's Budgeting for Results: An Overview".
3. Brook Myhre, Deborah Powell, Randy Turner 2003, Investing in Results, City of San Jose, California Case Study.
4. Aaron Reardon, Snohomish County Executive's "2005 Budget Address".

5. Wolfgang Opitz “Advice from the Trenches: A View from inside the State of Washington’s POG”.
6. Katherine Barrett and Richard Green 2008, “Government Performance Reports for Grading the States”, Governing Magazine.

June 30 Performance Stat – Case Studies

Readings:

1. David Weisburd, Stephan Mastrofski, Rosanne Greenspan and James Willis 2004 “The Growth of Compstat in American Policing”, Police Foundation Reports
2. Robert Behn, 2007 “What All Mayors Would Like to Know About Baltimore’s Citi Stat Performance Strategy”, IBM Center for the Business of Government “Managing for Performance and Results Series”

July 7 Performance Contracting

Readings:

1. Elisa Vinson 1999 “Performance Contracting in Six State Human Service Agencies” Urban Institute “Series - Governing for Results and Accountability”.
2. Peter Frumkin 2001 “Managing for Outcomes: Milestone Contracting in Oklahoma” PricewaterhouseCoopers Innovations Management Series

July 14 Experience Columbus (Convention and Visitors Bureau): Economic Impact of Conventions and Tourism on the Columbus Economy

Readings:

1. Steve Wartenberg 2013 “Gloves are off as cities compete for convention and tourism business” - The Columbus Dispatch
2. McClatchy News 2013 “DNC's Economic Impact for Charlotte, N.C., Totals Almost \$164 Million”- Governing: The States and Localities

July 21 Employee Performance Management

Reading:

1. James R Thompson 2007 “Designing and Implementing Performance Oriented Payband Systems” Human Capital Management Series- IBM Center for the Business of Government

July 28 Final: Performance Management and Budgeting Paper Due (Group Presentations)

Assignments: This course is graded on a system of 100 points.

Class participation and preparation 20%

Attendance at each class session for the entire class meeting period
 Completion of reading assignments prior to the class for which they are assigned
 Contribution to class discussions

Group evaluation of contribution to paper and presentation

Performance Management paper and presentation 40%

A Group paper and presentation will be required for the performance management section of the course describing how a state/local/federal agency is improving their performance using the PM strategies we have discussed in class. The group will be required to discuss the methodology used by the department to implement performance management, the measures being utilized to determine success and the quantifiable results from these actions. What strategies are being employed to get buy in from the management to front line employees; what resources were required; has this process/new culture led to continuous improvement or has improvement been short lived.

Performance/Budget integration paper and presentation 40%

A group paper and presentation will be required to discuss how federal/state/local governments are using performance information to make financial decisions regarding program's success or failure. Detail how a successful government is utilizing this information to inform decision makers on what programs should be eliminated because they are not producing intended results. Additionally provide insight into a government that is using performance information to show how their programs are producing intended results that their citizens want and by using this information have gained public support in gaining more financial investment.

Grading Scale

93-100	A	80-82	B-	68-69	D+
90-92	A-	78-79	C+	64-67	D
88-89	B+	73-77	C	63 & below	E
83-87	B	70-72	C-		

Academic Integrity (ACADEMIC MISCONDUCT)

(From: <http://oaa.osu.edu/coamfaqs.html#academicmisconductstatement>)

The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's [Code of Student Conduct](#) and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

In the Ohio State University's [Code of Student Conduct](#), Section 3335-23-04 defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's [Code of Student Conduct](#) is never considered an "excuse" for academic misconduct.

Accommodation Policy

"Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated, and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; <http://www.ods.ohio-state.edu/>."