

Ph.D. Program in Public Administration
Graduate Department of Public Administration
Rutgers University-Campus at Newark

Prof. Marc Holzer

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This course will address basic issues in the measurement of performance in the public sector, including: definitions of outputs and outcome; subjective and objective data; questions of validity and verification; intermediate measures of capacity; the utility of performance and evaluation data for policy and management analysts and decision makers; the display of data in tabular and graphic formats; the role of the media and various technologies in collecting, interpreting and reporting data; and the possibilities for requiring such data in the auditing and budgeting processes. The course will include an analysis of performance measurement cases funded by the Alfred P. Sloan Foundation in New York City, New Jersey, Connecticut, New York State, Ohio and elsewhere. Course materials will include readings from the Urban Institute and the National Center for Public Productivity.

Required Texts

Hatry, H. (1999). *Performance Measurement: Getting Results*. Urban Institute Press.

Holzer, M., & Callahan, K. (1998). *Government at Work*. Sage Publications.

Liner, B., Hatry, H.P., Vinson, E., Allen R., Dusenbury, P., Bryant, S. and Snell, R. (2001). *Making Results-Based State Government Work*. Urban Institute Press.

Morley, E. (2001). *Comparative Performance Measurement*. Urban Institute Press.

Additional Readings

Ripley, C. E & Simon, H. A. (1938). *Measuring Municipal Activities*. Chicago: International City Managers' Association.

Broom, C, et al. (2000). *Performance Measurement: Concepts and Techniques*. American Society for Public Administration.

Joint Financial Management Improvement Program. (1977). *Implementing a Productivity*

Program: Points to Consider. Joint Financial Management Improvement Program.

United States Office of Personnel Management. (1980). *Managers Guide for Improving Productivity*. Office of Intergovernmental Personnel Programs.

Committee for Economic Development. (1976). *Improving Productivity in State and Local Government*. Committee for Economic Development.

Rylander, C. K. (2002a) *Fiscal Notes: Made in Texas*. Texas Comptroller of Public Accounts. January.

Rylander, C. K. (2002b) *Fiscal Notes: Let's Get Real*. Texas Comptroller of Public Accounts. February.

Rylander C. K. (2002c). *Fiscal Notes: Far from the Finish*. Texas Comptroller of Public Accounts. March.

Requirements:

1. Attend all class sessions
2. Participate in all class discussions, and be prepared for those discussions
3. Submit an original diagram of each week's readings, or an adaptation of a diagram in the readings
4. Submit a 500 (minimum) word analysis of the previous class discussion.
5. Web Resources: Identify and present resources from one major web site.

6. Published Resources: Review one book and three journal articles (see bibliography attached). Synopses/analyses to be presented for class discussion beginning with Class4.
7. Term paper: Explore one aspect of performance measurement in depth, reviewing the available literature and providing a balanced critique of the subject. 20pp. Minimum.

Class Schedule

Week 1: Overview of the Subject Matter and Introduction to the Course

Week 2: The Meaning of Performance Measurement and Basic Concepts

Holzer, Marc & Kathe Callahan. (1998). *Government at Work*. Sage Publications.

Initial identification of web resources: The Fund for the City of New York (at <http://www.fcny.org/>), the Straphangers Campaign (<http://www.straphangers.org/>), the brief manual for performance measurement at Rutgers University – Newark, National Center for Public Productivity. (<http://www.andromeda.rutgers.edu/~ncpp/cdgp/Manual.htm#man1>),

The Center for Accountability and Performance (CAPS) at American Society for Public Administration (ASPA). (<http://www.aspanet.org/cap/about.html>).

Week 3:

Holzer, M., & Callahan, K. (1998). *Government at Work*. Sage Publications.

Week 4: Performance Measurement Prior to the 1990s

Ripley, C. E and Simon, H. A. (1938). *Measuring Municipal Activities*. Chicago: International City Managers' Association

Committee for Economic Development. (1976). *Improving Productivity in State and Local Government*.

Joint Financial Management Improvement Program. (1977). *Implementing a Productivity Program: Points to Consider*.

United States Office of Personnel Management. (1980). *Managers Guide for Improving Productivity*.

Week 4: Important Issues of Performance Measurement

Hatry, Harry. (1999). *Performance Measurement: Getting Results*. Urban Institute Press.

Broom, Cheryle, et al. (2000). *Performance Measurement: Concepts and Techniques*. American Society for Public Administration.

National Center for Public Productivity. *The Brief Manual for Performance Measurement* at

<http://www.andromeda.rutgers.edu/~ncpp/cdgp/Manual.htm#man1>

Week 5: Recent Trends in Performance Measurement – the Role of Citizens in Performance Measurement Procedures

Morley, Elaine. (2001). *Comparative Performance Measurement*.

Sloan case of citizen-driven performance measurement: Montclair NJ

at: <http://www.rutgers-newark.rutgers.edu/pubadmin/sloan/cases/montclair.pdf>

Oregon Benchmarks from Oregon Progress Board

at: <http://www.econ.state.or.us/opb/>

Government Accounting Standards Board (GASB) at: <http://www.rutgers-newark.rutgers.edu/pubadmin/sloan/cases/sloancases.html>

Week 6: Citizen Driven Performance Measurement

Liner and Hatry. (2001). *Making Results-Based State Government Work*. Urban Institute Press

Sloan case of citizen-driven performance measurement: Dayton, Ohio

at: <http://www.rutgers-newark.rutgers.edu/pubadmin/sloan/cases/Dayton%20Ohio.htm>

Week 7: Reviews of Important Books and Articles in Performance Measurement I

Ammons, D., Coe, C., & Lombardo, M. (2001). Performance-Comparison Projects in Local Government: Participant' Perspectives. *Public Administration Review*, 61, 89-99

Coe, C. (1999). Local Government Benchmarking s: Lessons from Two Major Multigoverment Efforts. *Public Administration Review*, 59, 110-123.

Ammons, D. (2001). *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*. Sage Publication.

Radin, B. A. (1998). The Government Performance and Result Act (GPRA): Hydra-Headed Monster or Flexible Management Tool? *Public Administration Review*, 58, 307-315.

Poister, T. H., & Streib, G. (1994). Municipal Management Tools from 1976 to 1993: An Overview and Update. *Public Productivity and Management Review*, 18, 115-125.

Ingraham, P. I., Romzek, B. S., & Associates. (1994). *New Paradigms for Government: Issues for Changing Public Service*. San Francisco: Jossey-Bass.

Blodgett, T., & Newfarmer, G. (1996). Performance Measurement: (Arguably) the Hottest Topic in Government Today. *Public Management*, 78.

Lynch, T. D., & Day, S. E. (1996). Public Sector Performance Measurement. *Public Administration Quarterly*, Winter. 404-419.

Osborne, D., & Gaebler, T. (1992). *Reinventing Government: How the Entrepreneurial*

Spirit Transforming the Public Sector. Reading, MA: Addison Wesley.

Peters, T. J., & Waterman, Jr, R.A. (1992). *In Search of Excellence*

Lessons from America's Best-Run Companies. New York: Warner Books.

Kopczynski, M., & Lombardo, M. (1999). Comparative Performance Measurement: Insights and Lessons Learned from a Consortium Effort. *Public Administration Review*, 59, 124-134.

Henry, G. T., & Dickey, K. C. (1993). Implementing Performance Monitoring.

Research and Development Approach. *Public Administration Review*, 53, 203-212.

Fountain, J. R. (1997). Are State and Local Governments Using Performance Measures: Results of a GASB/ NAPA Survey of State and Local Government Use of Performance Measures? *PA Times*, 20.

Grifel, S. (1994). Organizational Culture: Its Importance in Performance Measurement. *Public Management* 76.

Owen, B. & Malkovich, P. (1995). *Understanding the value of ISO 9000: A Management Guide to Higher Quality, Productivity, and Sales*. Knoxville, TN: SPC Press.

Week 8: Reviews of Important Books and Articles in Performance Measurement II

Melkers, J. & Willouby, K. (2001). Budgeters' View of State Performance Budgeting Systems: Distinctions across Branches. *Public Administration Review*, 61, 54-64.

Miller, G., Hildreth, H., & Rabin, J. (2001). Introduction. in Miller, G., W. Bartley & J. Rabin (Eds.), *Performance-Based Budgeting*. Boulder, CO: Westview Press, 1-13.

Nyhan, R. & Marlowe, H.A., Jr. (1995). Performance Measurement in the Public Sector: Challenges and opportunities. *Public Productivity and Management Review*, 18, 333-347.

Hatry, H. (1979). The Status of Productivity Measurement in the Public Sector. *Public Administration Review*, 38, 28-33.

Julnes, P. L., & Holzer, M. (2001). Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation. *Public Administration Review*, 61, 693-708.

Kravchuck, R. & Shack, R. (1996). Designing Effective Performance Measurement Systems Under the Government Performance and Results Act of 1993. *Public Administration Review*, 56, 3348-358.

Poister, T. H & Streib, G. (1999). Performance measurement in Municipal government: Assessing the state of the practice. *Public Administration Review*, 59, 325-335.

Ammons, D. N. (1995) Overcoming the Inadequacies of Performance Measurement in Local Government. *Public Administration Review*, 55, 37-47.

Swiss, J.E. (1992). Adapting Total Quality Management (TQM) to Government. *Public Administration Review*, 52, 356-361.

Hatry, H. (1992) *How Effective Are Your Community Services?* Washington D.C.: The Urban Institute.

Week 9: Web Resources in Performance Measurement I

National Center for Public Productivity, Rutgers University at Newark at <http://www.andromeda.rutgers.edu/~ncpp/>

Center for Accountability and Performance in the American Society for Public Administration at <http://www.aspanet.org/cap/index.html>

Blaine Liner, Harry P. Hatry, Elisa Vinson, Ryan Allen, Pat Dusenbury, Scott Bryant, and Ron Snell, NCSL. Making Results-Based State Government Work. The Urban Institute Report at <http://www.urban.org/community/results-based-stategovt.htm>

State Auditor's Office, the State of Texas. Performance Measurement Manual at: <http://www.sao.state.tx.us/resources/manuals/prfmguide/perfguide.html>

U.S. Department of Health and Human Services. Assisting Performance Measurement Initiatives in Health and Human Services Programs. at <http://aspe.hhs.gov/progsys/perfmeas/>

International Performance Measurement and Verification Protocol. at <http://www.ipmvp.org/>

Performance Measurement Project in Institute of Government, The University of North Carolina at Chapel Hill. at <http://www.ioq.unc.edu/programs/perfmeas/>

The Council for Excellence in Government. at <http://www.excelgov.org/>

U.K. Cabinet Office, Public Services Productivity Panel at <http://www.cabinet-office.gov.uk/civilservice/performanceandreward/documents/psppbrook.pdf>

Week 10: Web Resources in Performance Measurement II

Government Accounting Standard Board. at <http://www.gasb.org/>

The General Accounting Office. at <http://www.gao.gov>

Center for Performance Measurement in the International City/County Management Association. at <http://www.icma.org/abouticma/programs/performance/>

American Productivity and Quality Center. at <http://www.apqc.org/>

The Fairfax County Performance Measurement Initiative
at: http://www.co.fairfax.va.us/gov/omb/PERF_MEASURE.htm

Performance Measurement Program in Strategic and Business Planning, City of Grande Prairie. at <http://www.city.grande-prairie.ab.ca/perform.htm>

Office of Campaign and Political Finance, Commonwealth of Massachusetts
at: www.state.ma.us/ocpf/

National Associations of Counties. at www.naco.org/counties/index.cfm

Measuring Government in Alberta Finance, the Government of Alberta
at: <http://www.treas.gov.ab.ca/measuring/index.html>

Governing (the resources for States and Localities) at <http://www.governing.com/>

Complaints about Public Services, U.K Online Government at
<http://www.ukonline.gov.uk/CitizenSpace/CSComplaints>

Week 11: Term paper presentation I

Levine, Helisse. Performance Measurement at the Federal Emergency Management Agency.

Keum, Jaeduk. The Development of a Computerized data collection system for Performance Measurement.

Kang, Young Cheoul. Linking Subjective to Objective Indicators for developing Comprehensive Performance Measurement System.

Song, Seok-Hwi. Reconstructing an Evaluation for E-Government: Based on User Perspectives

Ma, Jia. Citizen's Role in Performance Measurement.

Week 12: Term paper presentation II

Michaud, Emily. Fiscal Notes a Critical Analysis of How Texans are Informed About Texas.

Wang, Tiankai . Study on Quantitative Data Application in Performance Measurement.

Trotta, Anthony M. Comparative Performance Measurement: Ability to Improve the public sector's negative image.

Hu, Lung-Teng. A Probe into the Feasibility of the Balanced Scorecard in Public Sectors.