



MANAGING PERFORMANCE IN THE PUBLIC SERVICE

PURPOSE

The purpose of the course is to enable employees to familiarise themselves with the Performance Management and Development System (PMDS) as well as the principles of Performance Management as it is applicable in the Public Service. The course will address the four stages of the performance management cycle (Performance Planning and agreement, Performance monitoring and support, Performance review and appraisal, and Performance recognition).

TARGET GROUP

The course is aimed at:

- Members of the senior management services;
- Supervisors and line managers;
- All employees on levels 1-12.

LEARNING OUTCOMES

By the end of the course learners will be able to:

- Determine performance expectations and standards;
- Monitor and support performance;
- Review and appraise performance; and
- Act on performance outcomes.

ACCREDITATION

This workshop is non-credit bearing.

ASSESSMENT APPROACH

As the workshop is non-credit bearing learners will only perform formative assessment activities. After successful completion of the course, learners will receive a Certificate of successful completion.

DURATION

The course is presented over two working days.

Managing Performance In The Public Sector

**George A. Boyne, Kenneth J.
Meier, Laurence J. O'Toole, Jr., Richard
M. Walker**

Managing Performance In The Public Sector:

Managing Performance in the Public Sector J. A. de Bruijn, 2007 Taking a bold stance in the contentious debate surrounding performance in the public sector this book shows how performance thinking has a substantial impact on the management of public organizations Managing Performance in the Public Sector Gerrit Van der Walddt, 2004 Monitoring and ensuring effective efficient and economic use of resources in the public sector is addressed in this critical analysis The importance of tracking performance for good governance is considered as are the benefits of designing a departmental and human performance management system Particular attention is paid to the difficult task of measuring worker performance in the public sector where a wide array of unquantifiable variables must be examined Various performance models such as the Excellence Foundation and the Balance Scorecard provide an invaluable resource of concepts considerations and challenges for improving public sector performance **Managing Performance in the Public Sector** Hans de Bruijn, 2006

Managing Performance Geert Bouckaert, John Halligan, 2007-12-20 In recent years concerns over the effectiveness of public administration have encouraged the widespread measurement and management of performance But is performance management an appropriate model for public sector organizations and has it proved successful Moreover how do the principles of performance management affect how public bodies operate and the way they relate to the wider community In this important text the viability of performance management in public sector organizations is systematically assessed across a number of international case studies The book provides a framework through which models of performance management can be understood in terms of both their impact within a public sector organization and the effects that have been seen in countries with contrasting administrative contexts **Managing Performance International Comparisons** critically examines the effects of performance management models in the public sector and assesses their future evolution It is an important book for all students and researchers with an interest in management public administration and public policy

Performance Management in the Public Sector Wouter Van Dooren, Geert Bouckaert, John Halligan, 2015-02-19 In times of rising expectations and decreasing resources for the public sector performance management is high on the agenda Increasingly the value of the performance management systems themselves is under scrutiny with more attention being paid to the effectiveness of performance management in practice This new edition has been revised and updated to examine performance in the context of current public management debates including emerging discussions on the New Public Governance and neo Weberianism the many definitions of performance and how it has become one of the most contested agendas of public management the so called perverse effects of using performance indicators the technicalities of performance measurement in a five step process prioritising measurement indicator development data collection analysis and reporting and the future challenges and directions of performance management **Performance Management in the Public Sector** 2nd edition offers an approachable insight into a complex theme for practitioners and public management students

alike Public Service Performance George A. Boyne, Kenneth J. Meier, Laurence J. O'Toole, Jr., Richard M. Walker, 2006-11-23 The performance of governments around the globe is constantly in the spotlight whether as a celebration or indictment of their activities Providing evidence on strategies to improve the performance of public agencies is therefore essential to the practice of public management Originally published in 2006 this important contribution to the debate explores issues of measurement research methodology and management influences on performance It focuses on three key questions what approaches should be adopted to measure the performance of public agencies What aspects of management influence the performance of public agencies As the world globalizes what are the key international issues in performance measurement and management In examining these questions the contributors debate both methodological and technical issues regarding the measurement of performance in public organizations and provide empirical analyses of the determinants of performance The book concludes with groundbreaking work on the international dimensions of these issues

Handbook on Performance Management in the Public Sector Deborah Blackman, 2021-05-28 This timely Handbook examines performance management research specific to the public sector and its contexts and provides suggestions for future developments in the field It demonstrates the need for performance management to be reconceptualized as a core component of business both within and across organizations and how it must be embedded in both strategic decision making and as a day to day leadership and management practice in order to be effective **Outcome-Based Performance**

Management in the Public Sector Elio Borgonovi, Eugenio Anessi-Pessina, Carmine Bianchi, 2017-07-28 This book highlights the use of an outcome oriented view of performance to frame and assess the desirability of the effects produced by adopted policies so to allow governments not only to consider effects in the short but also the long run Furthermore it does not only focus on policy from the perspective of a single unit or institution but also under an inter institutional viewpoint This book features theoretical and empirical research on how public organizations have evolved their performance management systems toward outcome measures that may allow one to better deal with wicked problems Today wicked problems characterize most of governmental planning involving social issues These are complex policy problems underlying high risk and uncertainty and a high interdependency among variables affecting them Such problems cannot be clustered within the boundaries of a single organization or referred to specific administrative levels or ministries They are characterized by dynamic complexity involving multi level multi actor and multi sectoral challenges In the last decade a number of countries have started to develop new approaches that may enable to improve cohesion to effectively deal with wicked problems The chapters in this book showcase these approaches which encourage the adoption of more flexible and pervasive governmental systems to overcome such complex problems Outcome Based Performance Management in the Public Sector is divided into five parts Part 1 aims at shedding light on problems and issues implied in the design and implementation of outcome based performance management systems in the public sector Then Part 2 illustrates the experiences problems and evolving trends

in three different countries Scotland USA and Italy towards the adoption of outcome based performance management systems in the public sector Such analyses are conducted at both the national and local government levels The third part of the book frames how outcome based performance management can enhance public governance and inter institutional coordination Part 4 deals with the illustration of challenges and results from different public sector domains Finally the book concludes in Part 5 as it examines innovative methods and tools that may support decision makers in dealing with the challenges of outcome based performance management in the public sector Though the book is specifically focused on a research target it will also be useful to practitioners and master students in public administration

Public Sector

Performance Richard Kearney,2018-03-05 Confronted with rising citizen discontent the Reinventing Government movement and new technological challenges public organizations everywhere are seeking means of improving their performance Their quest is not new rather the concern with improving the performance of government organizations has existed since the Scientific Management Movement Public Sector Performance brings together in a single volume the classic enduring principles and processes that have defined the field of public sector performance as written in the words of leading practitioners and scholars Taken as a whole this volume provides a performance compass for today s public managers helping them to reconstruct the public s confidence in and support of government Defined here as managing public organizations for outcomes performance is examined in all its varied dimensions organizing work managing workers measuring performance and overcoming resistance to performance enhancing innovations The selected articles are interesting thought provoking and instructive They are classics in that they have been widely cited in the scholarly literature and have enduring value to public managers who seek to understand the many dimensions of performance The book is organized into three sections Performance Foundations Performance Strategies and Performance Measurement Excerpts from additional selected articles feature special topics and wisdom from performance experts

Managing Performance

Devon Zatorski,2019 Public sector organizations rely on their employees to meet organizational goals achieve their mission and make them fully functioning and effective organizations The management of those employees will determine the effectiveness of an organization Employees are the core of any organization and recruiting training and retaining talented and motivated employees is no easy task To determine how to incentivize current public sector employees this research takes a deeper look into factors that affect motivation This paper aims to find how those motivational factors can increase an employee s job performance and what techniques can be implemented to accomplish that goal Through a survey using non probability purposive sampling researchers will collect data regarding current public sector employee s views towards current incentive programs Additionally how those incentive programs motivate their job performance It is expected to find that public sector employees want increased performance feedback that allows them to perform their job roles with all the tools they need to succeed

Strategic and Performance Management in the Public Sector Frans Minnaar,2010

Public administration comprises two integrated components namely the political process in terms of which government policy is formulated and a management process in terms of how this policy must be implemented The introduction of strategic and performance management systems and procedures in the public sector has become international standard practice often resulting in a comprehensive redesign of the traditionally bureaucratic legislative framework strategic management links the government organisation to the community thus incorporating the actual needs of the community in government s planning while performance management gears the organisation towards service delivery Strategic and performance management in the public sector provides an integrated management model for 21st century government organisations This book is a step by step presentation of the strategic and performance management process starting with government policies and culminating in a comprehensive performance management system It contains practical examples activities relevant legislation boxes and supplementary material for further understanding BOOK JACKET *Management in the Public Service* John David Millett, 1954

Performance Information in the Public Sector Wouter Van Dooren, Steven Van de Walle, 2016-04-30

Combining practical experience with academic analysis this book explores the social and organizational dynamics of performance indicators It moves beyond the technicalities of measurement and indicators and looks at how performance information is changing the public sector **Managing and Delivering Performance** Bernard Marr, 2009

Managing for Public Service Performance Peter Leisink, Lotte B. Andersen, Gene A. Brewer, Christian B. Jacobsen, Eva Knies, Wouter Vandenabeele, 2021-03-04 How can management make a meaningful contribution to the performance of public services Around the world public organizations face increasingly complex social issues related to globalization migration health crises national security and climate change To meet these challenges we need a better understanding of what managing for public service performance means and what it requires from public managers and public servants This book takes a multidisciplinary critical and context sensitive approach to address such questions Through a comparative review of public administration research it examines a variety of management aspects such as leadership behavior human resource management performance diversity and change management It also critically reflects on how the context of the public sector affects the management performance relationship in democratic societies as well as the influence of numerous stakeholders and their beliefs about the nature and purpose of public service By clarifying conceptual issues and taking a theoretical and evidence based approach to the relationships between management and performance this book offers new directions for research and a framework to help improve public services in practice Public Policy and Performance Management in Democratic Systems Shlomo Mizrahi, 2017-03-29

This book applies various theoretical tools to explore the advantages and disadvantages of performance management systems the ways in which they can be improved and the strategies through which they can be designed and integrated into the policy making process By providing both theoretical insights and practical applications it offers a unique perspective Using four methods of research that have been rarely applied in the

performance management literature formal game theoretical modelling operational management new institutionalism and cross country statistical comparisons based on international data sets the book illuminates different aspects of performance management systems in the public sector It offers an integrative theoretical framework for explaining and designing such systems and their integration into the policy making process and will open up new avenues of research expose scholars and students to new methodological tools and equip public officials politicians and citizens with practical methods for improving the performance of the public sector Managing Performance, 1999 Managers across the public sector are under pressure to perform Government initiatives have focused on the need for all public sector bodies to deliver greater efficiency to ensure that the most effective results are obtained from available resources This guide developed in collaboration with NAO focuses on three levels of performance management business management contribution of IS IT to the business and the performance of the IS IT function Quicker, Better, Cheaper? Dall Forsythe, 2001-10-18 Scholars and practitioners explore American government performance management offering diverse views **Human Resource Management in the Public Sector** Ronald J. Burke, Andrew Noblet, Cary L. Cooper, 2013-01-01 An impressive collection of authoritative treatments of major current and ongoing topics in public sector human resource management provided by both well established experts and up and coming scholars who are becoming leaders in the field A valuable resource for courses on the topic and an important reference for scholars and those seeking to maintain expert knowledge about it Hal G Rainey The University of Georgia US This insightful book presents current thinking and research evidence on the role of human resource management policies and practices in increasing service quality efficiency and organizational effectiveness in the public sector Internationally public sector organisations face enormous challenges including increasingly uncertain political and economic environments more vigilant and cost conscious governments rapidly evolving community needs and an ageing workforce This collection examines a range of HRM related topics that will influence the capacity of public sector agencies to negotiate and respond to the challenges ahead These topics include managing public sector human resources during an economic downturn enhancing the satisfaction and motivation of public sector employees attracting and retaining talent leadership development and case studies in successful public sector organizational change With each chapter drawing on the latest research but also emphasizing the practical implications this collection is suitable for practitioners researchers and students alike It will also be valuable for HR specialists and managers of HR units in the public sector **Managing and Delivering Performance** Bernard Marr, 2009 A definitive focused and practically based strategic treatment of performance management issues for senior public sector management and their advisors

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