

Performance Measurement and Program Analysis

John Clayton Thomas; Public Participation in Public Decisions, Jossey-Bass, 1995.

“This straightforward and practical guide outlines a strategic approach to public involvement in government decision making. Prepares public managers for the difficult task of involving citizens more fully in the affairs of government while maintaining effectiveness and efficiency. Written in easy-to-understand terms, Public Participation in Public Decisions presents the Effective Decision Model of Public Involvement that managers will find to be an invaluable asset when making decisions about when and how to involve the public.”

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

Mark Funkhouser, City Auditor, Kansas City, Missouri:

“Why do we need performance measurement in public programs? Because without it, no reform works well. Performance measurement is inextricably linked to every major theme in public administration today, from citizen empowerment to managing for results and community building. Those of us who have been pursuing performance measurement for a long time recognize Harry Hatry as the master of the craft. His new book, Performance Measurement: Getting Results, is welcome indeed, for it fills a void in today's literature. For the practitioner, it is a handbook for implementing performance measurement, and for the academic, it is the first comprehensive textbook in this important area of public administration. It is also written in Mr. Hatry's well-recognized style: well-organized, no glitz, just nitty-gritty practical advice about what works and what doesn't.”

Hatry, Harry P., et al., How Effective Are Your Community Services?: Procedures for Measuring Their Quality, 3rd ed. (Washington, DC: The Urban Institute, 2007).

This completely revised edition of the popular guide to measuring effectiveness covers most areas of local government service, including public safety, transportation, public works, recreation, and libraries, as well as management of complaints and requests for service. Chapters address the use of household and business surveys, the use of trained observers, and the application of measurement information to program improvement.

Richard Kearney and Evan Berman, Public Sector Performance: Management, Motivation, and Measurement, Westview, 1999.

“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.”

Cheryl Simrell King and Camilla Stivers, Government is Us, Sage, 1998.

"In recent years, American attitudes about government have become increasingly disaffected and critical. After the 1995 bombing of the Federal building in Oklahoma City, a newspaper ad sponsored by the American Federation of State, County and Municipal Employees brought to the nations attention the heroism of government workers rescue efforts, with the reminder that "This is our government."

This volume, the result of collaboration by practicing administrators and academics, explores the current anti-government climate and its effect on the work and working lives of public employees and their relationships with citizens. It offers economic, political, historical, and philosophical perspectives on citizen discontent and tells stories of actual working relationships between public agencies and citizens. The collaborators maintain that while government workers cannot control the economy or the bureaucracy as a whole, they can take practical steps to improve their interactions with citizens."

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

*This book presents persuasive arguments in support of public service and those who work within it. The authors argue that some services are only appropriate to government control: public safety, highways, armed and emergency services, parks, and public schools. Other services are operated/undertaken by government in response to problems that society and the private sector have failed to solve: housing, transportation, clean air and water, and so on. In both instances, the public sector requires complex problem-solving processes, never simple solutions, and, despite the negative images of (bumbling) bureaucrats imprinted on the public consciousness, *Government at Work* shows how public servants do difficult jobs well. Marc Holzer and Kathe Callahan compile evidence that creativity, productivity, and excellence are not strangers to, but often characteristic of, government programs. The public sector's innovative problem-solving should be exploited in the attack on complex problems as they emerge in our society.*

Rossi, P., Lipsey, M., & Freeman, H. (2004). *Evaluation: A Systematic Approach*. 7th edition. Sage Publications, Thousand Oaks, CA.

Daniela C. Schroter, Western Michigan University : "What sets this book apart is the sheer comprehensiveness resulting from almost four decades of research and refinements though seven editions. It is suitable for use in teaching senior undergraduate and graduate students in a range of fields and disciplines as well as experienced evolution practitioners. It is also useful to those who are interested in resolving, or being able to understand and address theoretical and methodological issues that are inherent in any evaluation study."

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.

The purpose of this report is to identify good practices and lessons learned by states that have moved ahead in governing-for-results and to provide recommendations for improving those efforts. This document is a compilation of findings about the state of the art and the practice of governing-for-results.

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

"Performance measurement has exploded at all levels of the public and nonprofit sector. As agencies collect data, they--and the citizens they serve--have begun asking how their agency is doing as compared to other similar agencies. This book is a step-by step guide to using Comparative Performance Measurement (CPM)

to improve the management and operations of a particular agency or function, to improve policy and resource allocation decisions, and to communicate to the public what is being accomplished and what community needs should be addressed.

Managers will learn how to determine the scope of a CPM effort, how to select data that are measurable, meaningful, and comparable, and how to develop data instruments and procedures to maximize the useful data collected. They will understand the options for analyzing performance data and answering the two questions effective managers need to answer: how well is the agency doing, and why did the agency perform that way? Finally, managers will learn to report results effectively, and how to translate CPM information into stronger, better organizations and programs."

Measuring Up: Governing's Guide to Performance Measurement for Geniuses (And Other Public Managers), Jonathan Walters

"A hands-on, user-friendly, somewhat irreverent guide to the management technique known as performance measurement for federal, state and local government public managers."

Kathleen Newcomer, et al. Meeting the Challenges of Performance Oriented Government. ASPA.

Paul Light. Tides of Reform. Yale University Press, 1997.

During the past fifty years, the Congresses and presidents of the United States have made many efforts to improve the performance of the federal government. In this book, a leading expert in public management examines the most important reform statutes passed and concludes that the problem is not too little reform but too much.

Gormley and Weimer. Organizational Report Cards

Choice : Political scientists Gormley and Weimer offer an insightful and well-written account of an increasingly popular policy tool they refer to as the 'organizational report card.' As they conceive it, the 'organizational report card' is a policy instrument that enhances accountability by providing performance measurements of public and private sector organizations. After elaborating the rationale and history of organizational report cards, the authors consider the methodological challenges associated with designing such instruments... This thoughtful book will be of special value to those interested in policy studies and public administration. Highly recommended for graduate students and faculty as well as practitioners/professionals.

--G. L. Malecha

Moneyball, The Art of Winning an Unfair Game, Michael Lewis

The Oakland Athletics have a secret: a winning baseball team is made, not bought. In major league baseball the biggest wallet is supposed to win: rich teams spend four times as much on talent as poor teams. But over the past four years, the Oakland Athletics, a major league team with a minor league payroll, have had one of the best records. Last year their superstar, Jason Giambi, went to the superrich Yankees. It hasn't made any difference to Oakland: their fabulous season included an American League record for consecutive victories. Billy Beane, general manager of the Athletics, is putting into practice on the field revolutionary principles garnered

from geek statisticians and college professors. Michael Lewis's brilliant, irreverent reporting takes us from the dugouts and locker rooms-where coaches and players struggle to unlearn most of what they know about pitching and hitting-to the boardrooms, where we meet owners who begin to look like fools at the poker table, spending enormous sums without a clue what they are doing. Combine money, science, entertainment, and egos, and you have a story that Michael Lewis is magnificently suited to tell.

Carver, John. Boards That Make A Difference. 1st edition, Jossey-Bass, 1990.

“In this revised and updated third edition, Carver continues to debunk the entrenched beliefs and habits that hobble boards and to replace them with his innovative approach to effective governance. This proven model offers an empowering and fundamental redesign of the board role and emphasizes values, vision, empowerment of both the board and staff, and strategic ability to lead leaders. Policy Governance gives board members and staff a new approach to board job design, board-staff relationships, the role of the chief executive, performance monitoring, and virtually every aspect of the board-management relationship. This latest edition has been updated and expanded to include explanatory diagrams that have been used by thousands of Carver's seminar participants. It also contains illustrative examples of Policy Governance model policies that have been created by real-world organizations. In addition, this third edition of Boards That Make a Difference includes a new chapter on model criticisms and the challenges of governance research.”

Svara, James. Official Leadership in the City. Oxford University Press, NY/Oxford , 1990.

“The burden of addressing the problems of urban society fall increasingly on cities as the federal government cuts back domestic spending. This book examines the roles of mayors, councils, and administrators in governing and managing their cities. Positing that the internal dynamics of city governments are largely shaped by their structures, the author shows how council-manager governmental structures often foster more cooperation than do mayor-council structures. Svara provides contrasting models of interaction among officials in the two forms and shows how conflict and cooperation affect the performance of officials in the two structures; he contends that proper understanding of the roles and behavior appropriate to each will lead to equal effectiveness between the two.”

Banovetz, James, B. Managing Local Government- . Cases in Decision-Making - Washington, D.C. ICMA Press, 1993 1st Ed.

Written for all practitioners of local government finance, ICMA's Management Policies in Local Government Finance has long been considered the most comprehensive, most on-target text for local government managers, finance directors, and economic development planners and directors

John E. Brandl, Money and Good Intentions Are Not Enough (Washington: Brookings, 1998)

“State governments are spending a lot, accomplishing too little, and failing to meet their responsibilities to the public. In this book, former state legislator John E. Brandl argues that the usual remedies for ineffective government bureaucracy cutting or adding to budgets, urging civil servants to become more entrepreneurial, hiring tougher managers, or appointing smarter bureaucrats won't provide

substantial, long-term improvement. Brandl believes that government policy generally fails because public servants and private citizens, through influence or power, frustrate public purposes by gaining benefits for themselves at the expense of others. Highlighting the chronic problems of low productivity, absence of improvement, and exorbitant costs in education and other state-run programs, he calls for governments to abandon old, disproved theories for reform. Using the public school system as a glaring example, Brandl points out that although real spending per student has tripled in the last 30 years, teachers continually receive higher salaries and benefits, and the average class size has shrunk from 27 to 17 since the end of World War II, the educational performance of American youngsters "has become a national disgrace." He cites instances of a teachers' union issuing a legislative agenda with several financial demands--and no references to the education of children; school boards reallocating funds designated for improving low-income schools; and numerous other examples of self-interest taking precedence over public purpose. Brandl provides a menu of alternative policies that rely on both harnessing self-interest through competition and incentives (such as basing teachers' salaries and promotions on measurable student improvements) and encouraging affiliations that inspire a spirit of community to forge a strong connection between spending and results. This book offers a vision for state government that is limited but strong, productive, and satisfying because it draws on the aspirations and talents of its citizens."

Edward J. Dirkswager, Teachers as Owners (Lanham, MD: The Scarecrow Press, 2002);

"What if teachers were owners, not employees? Teacher-ownership is a revolutionary way to put excitement and meaning back into the teaching profession and to revitalize public education. This book demonstrates how being an owner rather than an employee can give teachers control of their professional activity, including full responsibility and accountability for creating and sustaining high performing learning communities. It presents examples of teacher-ownership in practice and provides practical models for those who would like to experience the professional satisfaction found in ownership."

Julian Le Grand, Motivation, Agency and Public Policy: Of Knights and Knaves, Pawns and Queens (Oxford: Oxford University Press, 2003)

"Can we rely on the altruism of professionals or the public service ethos to deliver good quality health and education services? And how should patients, parents, and pupils behave - as grateful recipients or active consumers? This book provides new answers to these questions - a milestone in the analysis and development of public policy, from one of the leading thinkers in the field. It provides a new perspective on policy design, emphasising the importance of analysing the motivation of professionals and others who work within the public sector, and both their and public service beneficiaries' capacity for agency or independent action. It argues that the conventional assumption that public sector professionals are public-spirited altruists or 'knights' is misplaced; but so is the alternative that they are all, in David Hume's terminology, 'knaves' or self-interested egoists. We also must not assume that individual citizens are passive recipients of public services (pawns); but nor can they be untrammelled sovereigns with unrestricted choices over services and resources (queens). Instead, policies must be designed so as to give the proper balance of motivation and agency. The book illustrates how this can be done by detailed empirical examination of recent policies in health services, education, social security and taxation. It puts forwards proposals for policy reform, several of which

either originated with the author or with which he has been closely associated: universal capital or 'demogrants', discriminating vouchers, matching grants for pensions and for long-term care, and hypothecated taxes."

Joseph Stiglitz, Whither Socialism (Cambridge, MA: MIT Press, 1994).

"The rapid collapse of socialism has raised new economic policy questions and revived old theoretical issues. In this book, Joseph Stiglitz explains how the neoclassical, or Walrasian model (the formal articulation of Adam Smith's invisible hand), which has dominated economic thought over the past half century, may have wrongly encouraged the belief that market socialism could work. Stiglitz proposes an alternative model, based on the economics of information, that provides greater theoretical insight into the workings of a market economy and clearer guidance for the setting of policy in transitional economies.

Stiglitz sees the critical failing in the standard neoclassical model underlying market socialism to be its assumptions concerning information, particularly its failure to consider the problems that arise from lack of perfect information and from the costs of acquiring information. He also identifies problems arising from its assumptions concerning completeness of markets, competitiveness of markets, and the absence of innovation. Stiglitz argues that not only did the existing paradigm fail to provide much guidance on the vital question of the choice of economic systems, the advice it did provide was often misleading."

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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.