

## Performance Improvement in Public Service Delivery



## Performance Management – A Strategic Perspective

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**Efficiency**  
?

**Performance**  
**Management**

**Effectiveness**  
?



**Economy**  
?

# Performance?

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- Do we have the right strategy?
- Do we have the right goals?
- Could we realise the goals with the strategy?
- Are output/outcome in conformity with goals and expectations?
- Are we still following the right goals?
- Are we using the relevant success factors?
- Do we possess the relevant competences, skills, know-how?
- How efficient was the realisation/execution?
- How much did it cost (input – output)?

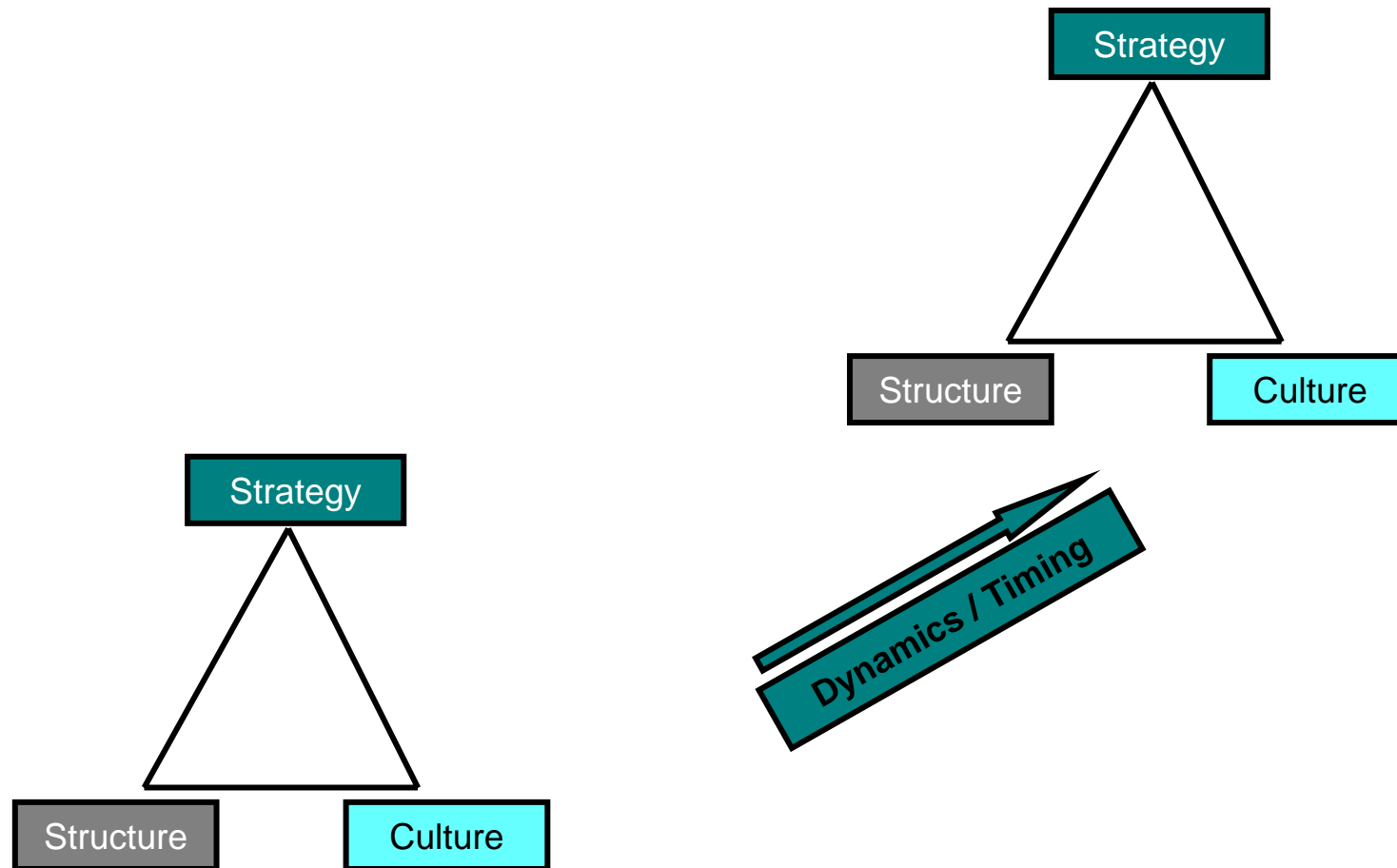
# Performance Management - Goals

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- **Continuous improvement**
  - Overall organisational performance
  - Organisational unit performance
  - Individual performance
- **Financial performance**
- **Customer satisfaction**
- **Employee satisfaction**
- **Quality of products/services**
- **Value/benefit creation**
- **Process efficiency**
- **Organisational and individual development/learning**
- **Organisational change**

# Harmonised Organisational Change



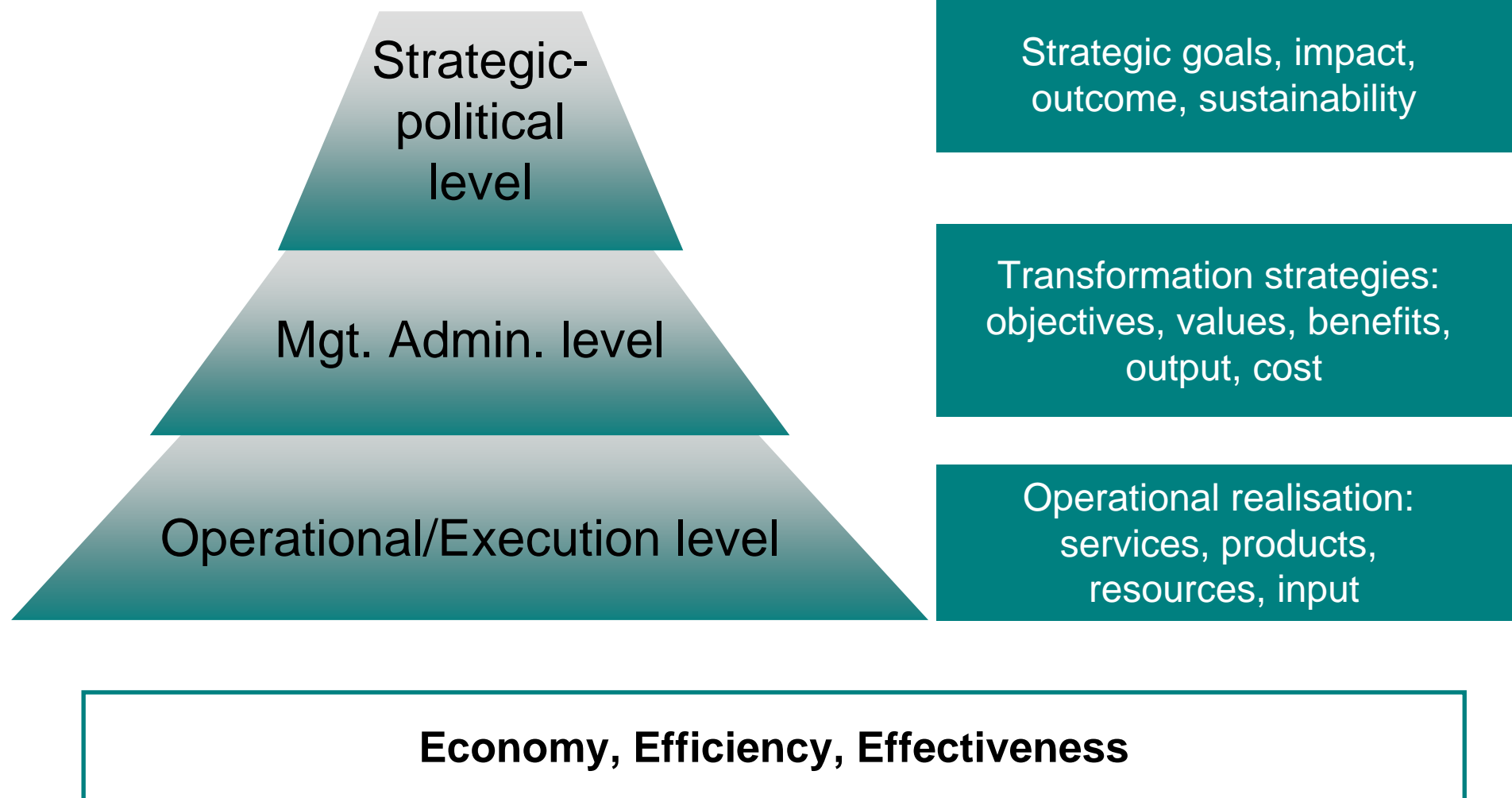
# What is Strategy?

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*Direction and scope* of an organisation over the *long term*, which achieves *competitive advantages* in a *changing environment* through its *configuration* of *resources* and *competences* with the aim of *fulfilling stakeholder expectations*.

# Strategy Levels & Performance Dimensions

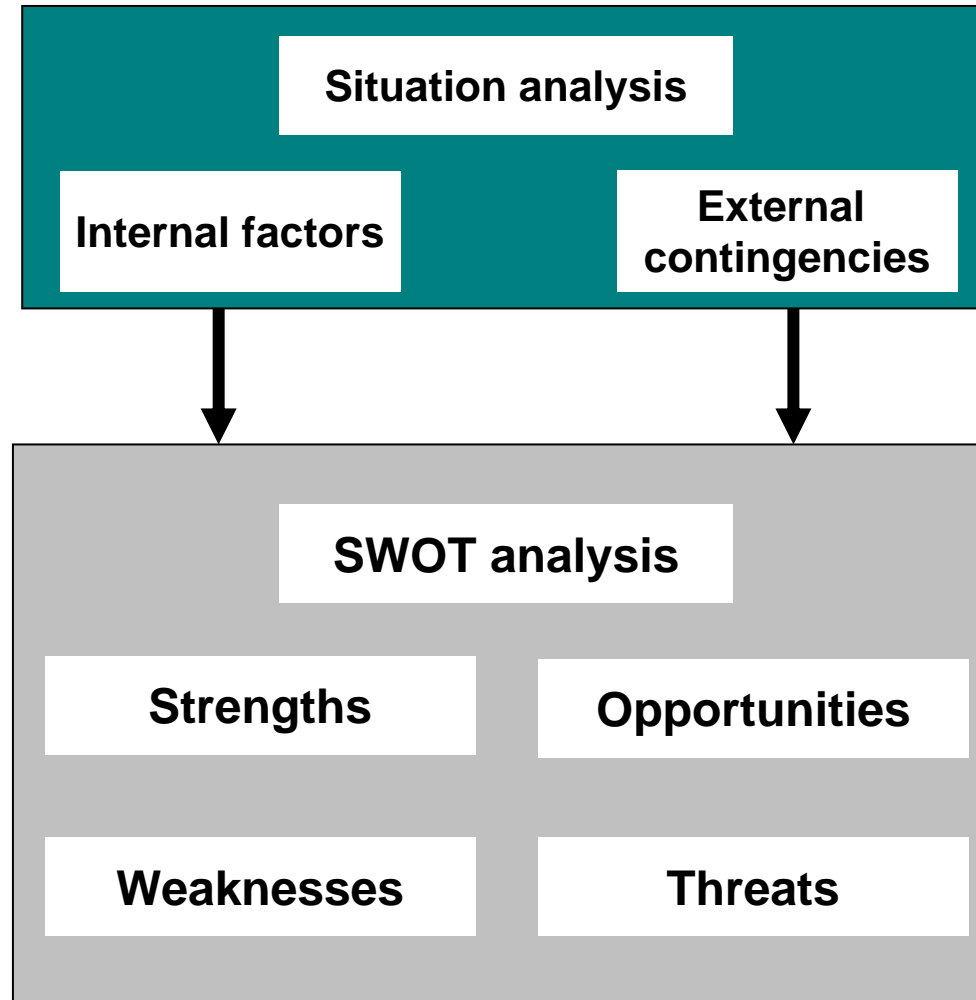




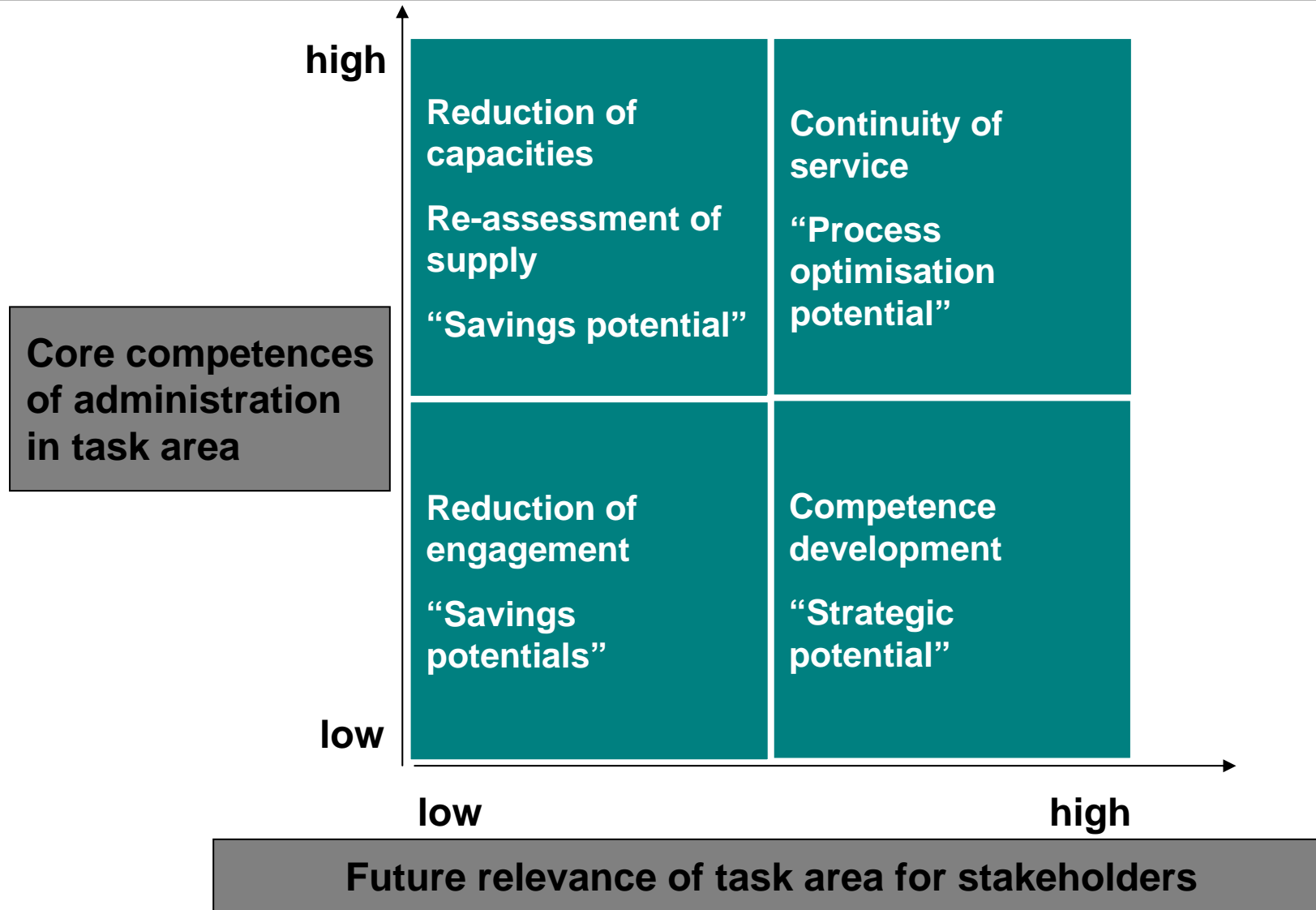
- **Tool functions**
  - *Analysis, assessment, development, transformation, implementation, control of strategy*
- **SWOT analysis**
- **Portfolios**
- **Balanced Score Card**



# SWOT Analysis



# Portfolio: Core Competences/Relevance (CH example)



# Balanced Scorecard

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## Transformation & Implementation of Strategy

- Concrete description and use of ratios/criteria concerning...
  - Customer-oriented output/performance
  - Internal processes
  - Personnel
  - Systems
- Combined with long-term financial success (budget compliance)

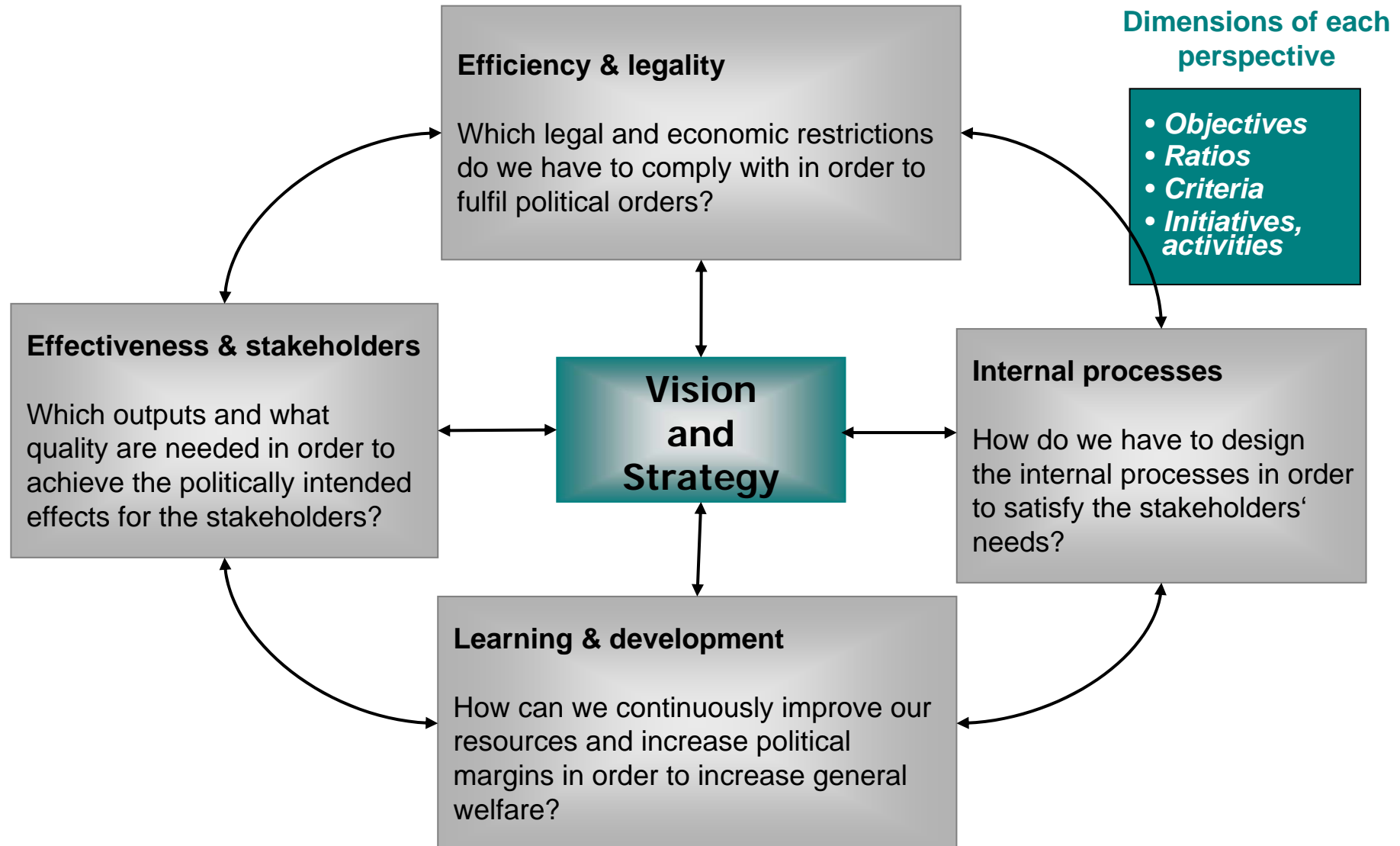


# Balanced Scorecard - Functions

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- Enlargement beyond financial dimensions
- Measurement of value-creating performance for clients
- Internal orientation & external orientation
- Short-term objectives & long-term goals
- Historical & future indicators
- Basis for investments
- Identification of crucial value-creating activities
- Employee motivation
- Identification of value drivers for crucial long-term services for the stakeholders

# Balanced Scorecard – Public Administration

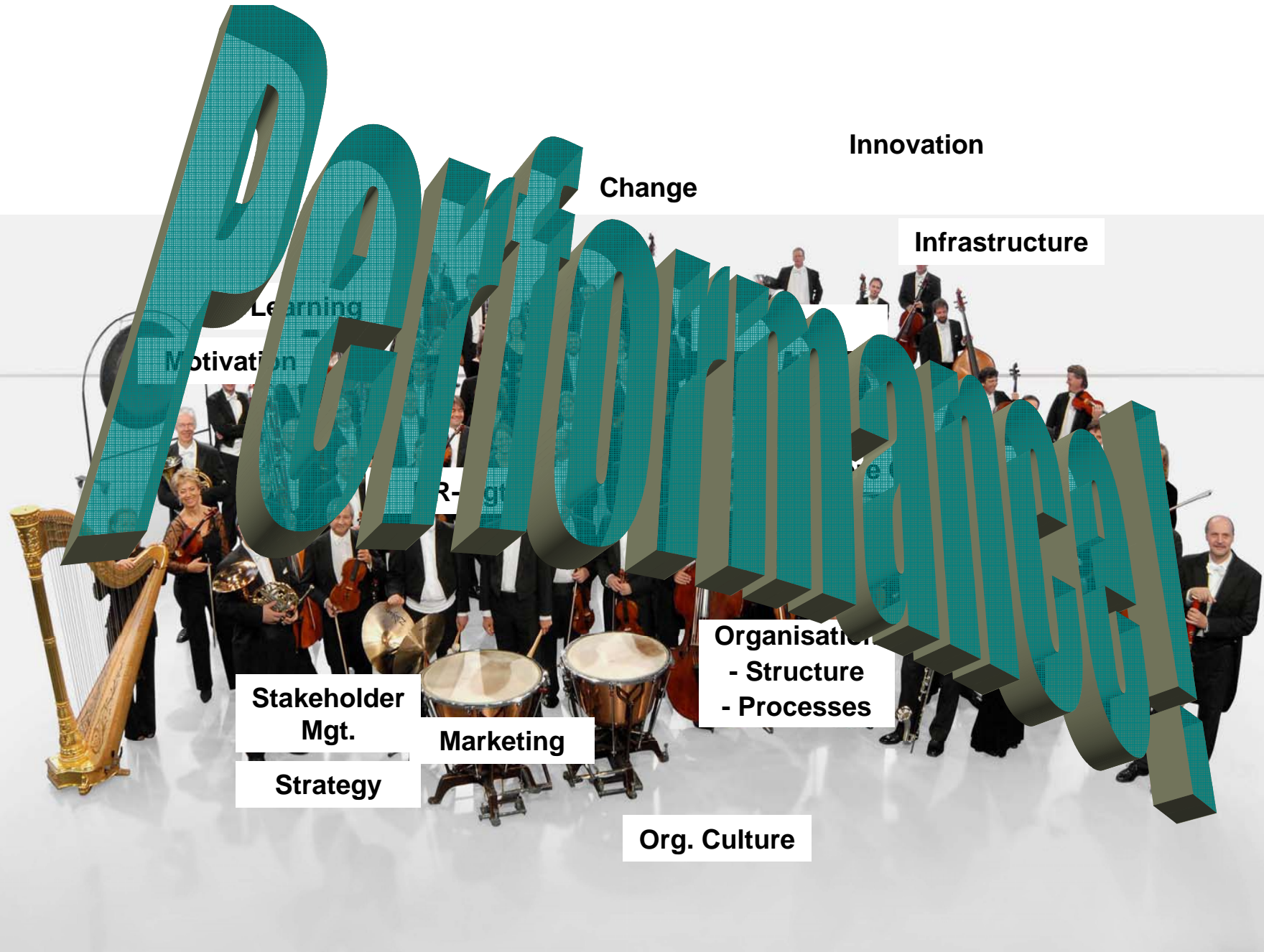


# Performance Information Dilemmas

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- Different actors examine the same programme and come up with competing arguments for the performance based on different data
- Different actors examine the same performance information and come up with competing arguments for what the information means
- Different actors can agree on the meaning of performance information/programme performance and come up with competing solutions for management and resources
- Actors select and interpret performance information consistent with institutional values and purposes



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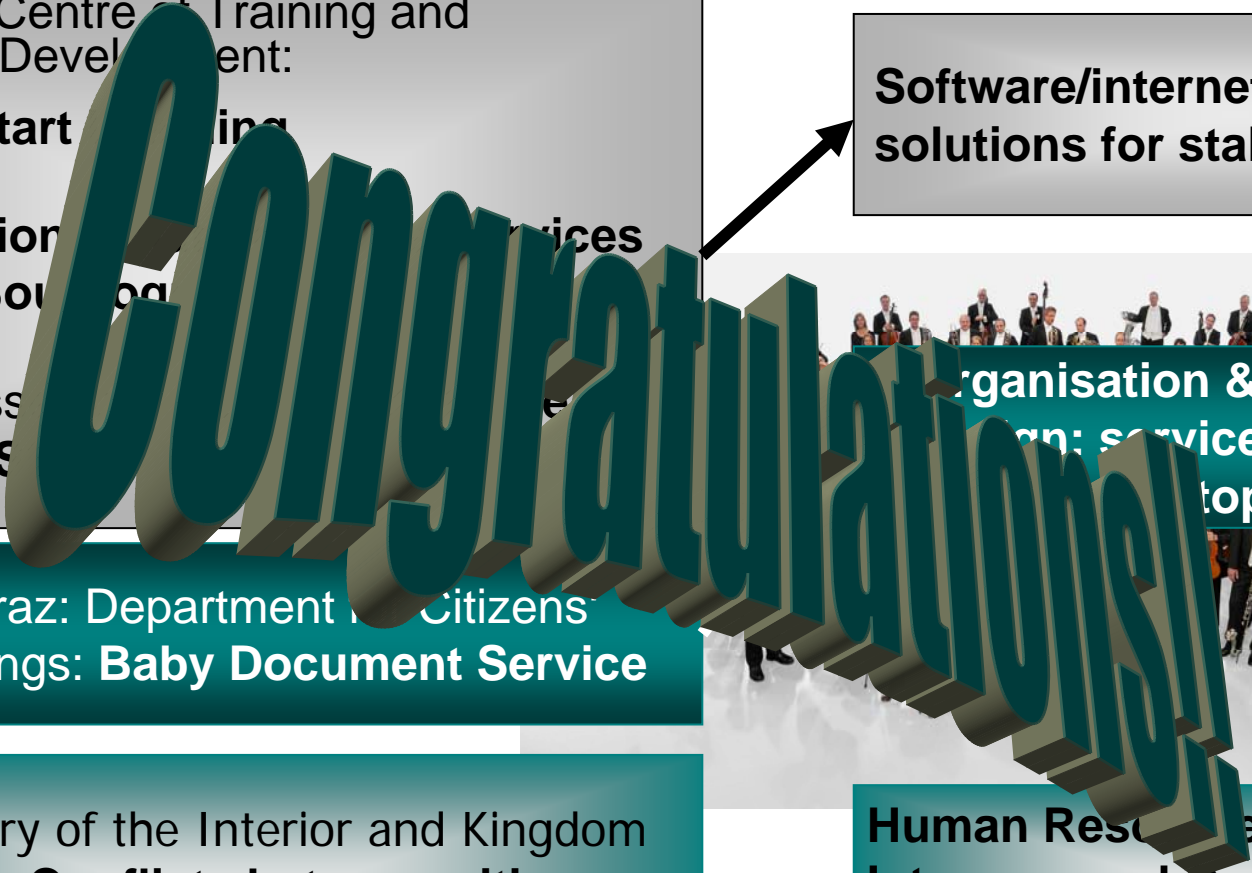


Hamburg: Centre of Training and Personnel Development:  
**C!You – Start** ...

Dijon: Regional ...  
**for all, e-Bou** ...

City of Düsseldorf: ...  
**portal for S** ...

**Software/internet:  
solutions for stakeholder needs**



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NL Ministry of the Interior and Kingdom Relations: **Conflicts between citizens and government: toward a proactive, solution driven approach**

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