

**RUTGERS UNIVERSITY-NEWARK
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION
EMPA**

**Performance Measurement and Reporting Public and Non Profit Organizations
Course 20:831:529
Spring 2013**

Day/Time: Friday, 4:00 PM – 7:00 PM

Location: TCNJ
Room: TBA

Instructor: Kevin Davis, MPA/PhD Candidate
E-mail: kevin.davis@rutgers.edu or kevDavis62@gmail.com

Office Hours: By Appointment

Required Textbooks:

Parmenter, D. (2010). *Key performance indicators (KPI): Developing, implementing, and using winning KPIs* John Wiley & Sons.

Poister, T. H. (2008). *Measuring performance in public and nonprofit organizations* John Wiley & Sons.

Additional Readings:

Available on Blackboard (Bb)

Abrams, H. C., Moyer, P. H., & Dyer, K. S. (2013). A participatory approach to generating frontline interest and support for the development of a performance indicators report. *Public Performance & Management Review*, 36(4), 529-543.

Adcroft, A., & Willis, R. (2005). The (un) intended outcome of public sector performance measurement. *International Journal of Public Sector Management*, 18(5), 386-400.

Ammons, D. N. (2013). Signs of performance measurement progress among prominent city governments. *Public Performance & Management Review*, 36(4), 507-528.

Arnaboldi, M., & Azzone, G. (2010). Constructing performance measurement in the public sector. *Critical Perspectives on Accounting*, 21(4), 266-282.

Halachmi, A., & Holzer, M. (2010). Citizen participation and performance measurement: Operationalizing democracy through better accountability. *Public Administration Quarterly*, , 378-399.

- Hoontis, P., & Kim, T. (2012). Antecedents to municipal performance measurement implementation. *Public Performance & Management Review*, 36(1), 158-173.
- Poister, T. H., & Streib, G. (1999). Performance measurement in municipal government: Assessing the state of the practice. *Public Administration Review*, , 325-335.
- Swindell, D., & Kelly, J. (2005). Performance measurement versus city service satisfaction: Intra-city variations in quality?. *Social Science Quarterly*, 86(3), 704-723.
- Thiel, S. V., & Leeuw, F. L. (2002). The performance paradox in the public sector. *Public Performance & Management Review*, 25(3), 267-281.
- Van Ryzin, G. C., & Immerwahr, S. (2007). Importance-performance analysis of citizen satisfaction surveys. *Public Administration*, 85(1), 215-226.
- Yang, K. (2009). Examining perceived honest performance reporting by public organizations: Bureaucratic politics and organizational practice. *Journal of Public Administration Research and Theory*, 19(1), 81-105.

Course Description: Performance Measurement and Reporting explores issues of performance measurement systems and its application in public and non-profit organizations. The students will learn why, what, and how of performance measurement. The course explores the public sector performance measurement theories, the relevance of key performance indicators, issues with implementation, citizen involvement, and reporting.

Learning Goals (LG) of the MPA Program:

The National Association of Schools of Public Affairs and Administration require, as a basis for our curriculum the adoption of a set of required competencies related to our mission and public service values. This course equips students with both theoretical and practical skills necessary to exercise competency in the following areas:

- 1) To lead and manage in public governance;
- 2) To participate in and contribute to the policy process;
- 3) To analyze, synthesize, think critically, solve problems and make decisions;
- 4) To articulate and apply a public service perspective⁷
- 5) To communicate and interact productively with a diverse and changing workforce and citizenry.

Course Objectives: The primary focus of this course is to assist in the development of future leaders understanding and importance of performance measurement in evaluating and improving public sector and non-profit organization programs. The course focuses on establishing key performance indicators, building support for a performance measurement systems, its implementation, reporting and use.

The specific goals of the course include:

- Explore performance measurement application to the public and non-profit administration: **(LG 1,2,3,4)**

- Identifying how to incorporate citizen participation. (LG 1,2,3,4,5)
- Understand the how the public access and use performance reports (LG 1,2,5)
- Understand how to develop performance indicators (LG 1,2, 3,4)
- Examine and develop knowledge/competencies in the use of performance measurement (LG 1,3,5)

Instructional Approach/Format: The primary mode of instruction will be lecture/seminar style in-class discussion group. Students will be expected to attend all classes, read all presented materials regarding various course topics and utilize discussions, readings, and lectures to complete assignments. The instructor may not directly cover all materials found within the required text. However, students will be responsible for reviewing all assigned readings.

Course Requirements:

Class Participation

Because of the interactive nature of the materials to be presented, 10% of a student’s final grade will result from class participation in discussions and other activities. One of the strength of classroom learning environment is the value of the experience and expertise that each student brings to the classroom discussion enhancing the overall learning experience.

Group Presentation

Students will be assigned a group and present a project. The group will present a presentation on a state or local performance measurement program.

Mid-term Exam

Online open book exam covering material presented during the first half of the semester.

Final Paper

Each student will submit a term paper exploring issues of performance measurement systems. The paper should underscore the relevant issues and comparing and contrasting different systems among federal, state, local systems. The paper needs to be well-reasoned with proper citation using APA format. The paper should use at least 5 reference sources not presented in class.

Assignments must be turned in on or prior to the designated due date, regardless of whether or not a student is in attendance in class on that due date. All late assignments will be subjected to a reduction of points on that assignment.

Evaluation and Grading Policy

Class Participation & Assignments	10%
Group Presentation	10%
Mid-Term	30%
Final Paper	50%

Students' Responsibilities:

To complete this course successfully, each student will:

- a. Complete the required reading *prior to* class meetings,
- b. Attend and participate intelligently in all class meetings and
- c. Complete the course assignments.

It is expected of each to student to be well prepared for class, to participate fully in the class discussions, and be respectful of difference of opinions.

Academic Integrity: Rutgers takes academic integrity seriously. For details please refer to <http://academicintegrity.rutgers.edu/integrity.shtml>. Students are expected to know what constitutes plagiarism and **not** engage in plagiarism. Note that borrowing and building upon others' ideas is accepted in academia. What is not acceptable is presenting other's ideas as your own without acknowledging it as such (for an informational and humorous introduction to plagiarism, please see <http://library.camden.rutgers.edu/EducationalModule/Plagiarism/>). *Plagiarism will have consequences such as receiving zero points on the assignment and reporting to appropriate University authorities (please see the academic integrity policy at the website referenced at the beginning of the paragraph).*

Class Schedule and Reading Assignments

Bb (Blackboard)

Date	Topic/Reading(s)	Assignment Due
1/25/2014	<i>Introduction Performance Measurement & Reporting</i>	
2/1/2014	Designing a Performance Measurement System Charter 1 & 2 (Poister); Abrams, Moyer & Dyer (Bb)	
2/8/2014	<i>Elements of Performance Measurement</i> Charters 3-5 (Poister); Van Thiel and Leewu (Bb)	Web Site Synopsis
2/15/2014	<i>KPI</i> Charters 1-3 (Parmenter). Halachmi & Holzer (Bb)	
2/22/2014	<i>Analyzing and Reporting Measures</i> Chapters 6-8 (Poister); Charter 5 (Parmenter)	
3/1/2014	<i>Group Presentations</i>	Group Paper
3/8/2014	<i>Municipal Governments</i> Ammons (Bb); Hoontis & Kim (Bb); Poister & Streib (Bb)	
3/15/2014	Mid-Term (ONLINE OPEN BOOK)	

3/22/2014	Spring Break (RU)	NO CLASS
3/29/2014	<i>Problems with Reporting</i> Adcroft and Willis (Bb); Yang (Bb)	
Date	Topic/Reading(s)	Assignment Due
4/5/2014	<i>Citizen Participation</i> Halachmi & Holzer (Bb); Swindell & Kelly (Bb); Van Ryzin, G. C., & Immerwahr (Bb)	
4/12/2014	<i>Performance Measurement & Planning</i> Chapter 9 & 10 (Poister)	
4/19/2014	<i>Performance Measure & Performance</i> Chapters 11-13 (Poister)	
4/26/2014	Implementation Charter 6 (Parmenter); Charter 14 (Poister)	
5/3/2014	Last Day of Class	Final Paper Due