

## PERFORMANCE MANAGEMENT – MANAGING FOR RESULTS

STUDY TOUR TO NEW YORK CITY, SEPTEMBER 8 – SEPTEMBER 13.

Departure Tuesday September 8 2009 Helsinki-Vantaa Airport – NYC.

Departure Sunday September 13 2009 NYC – Helsinki-Vantaa Airport.

Tuesday 8 Sep	Wednesday 9 Sep Setting the stage	Thursday 10 Sep Implementing performance Management	Friday 11 Sep Communicating Performance to the public	Saturday 12 Sep	Sunday 13 Sep
Departing Helsinki	Performance management – managing for results and what it takes  <i>Ray Rist, world leading expert and designer of the US legislation (GPRA)</i>	Reflection session	GROUP 1  Performance reporting and communicating with the public for achieving success – and performance budgeting taking results into budgets  <i>Lisa Parker, Govern- ment Accounting Standards Board (GASB)</i>  <i>Hotel UN Millennium Plaza, 304 East 44<sup>th</sup> (1<sup>st</sup>/2<sup>nd</sup> Ave) Landmark Room</i>	Free	Free
	Performance management – achieving high value by ensuring high performing organisations  <i>David Hunter, one of the most experienced PM experts in the US</i>	Visit to Center for Employment Oppor- tunities (CEO):  Driving up success by performance management, perfor- mance contracts and effective IT solutions  <i>Bradd Dudding 32 Broadway</i>	GROUP 2  One Point Entry into NYC – Turning the City Around to the Citizen’s Perspective		
	Lunch	Lunch	Lunch		
Arriving airport  18.00-19.00 Introduction to study tour and participants <i>Ramböll Management Hotel UN Millennium Plaza, 304 East 44<sup>th</sup> (1<sup>st</sup>/2<sup>nd</sup> Ave) Landmark Room</i>	Leading by perfor- mance management – setting the agenda and implementing successfully – using indicators of success and failure  <i>Shelia Evans-Tranumn, Associate Commis- sioner, NY State Dept. of Education 55 Hanson Place, Suite 400, 4<sup>th</sup> floor, Brooklyn</i>  Visit to school – performance management systems in daily work  Transport back to hotel	Strategic impact of performance mana- gement in driving effective interventions  <i>Commissioner Robert Hess and director of perfor- mance Eileen Lynch, NYC Department of Homeless Services 33 Beaver St.</i>	Reflection session – Strengthening outcome focus in Swedish municipalities and departments – next steps  Evaluation of the tour	Free	14.00 Pick-up by bus at hotel (street)  Transport to Airport  Arriving Helsinki- Vantaa Airport Monday morning
19.30 Dinner	Free	20.00 Dinner	Free	20.00 Dinner	

The price of the study tour is 5 500 €, excl. VAT.

For further information and sign up [koulutus@r-m.com](mailto:koulutus@r-m.com)

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# PERFORMANCE MANAGEMENT

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## PERFORMANCE MANAGEMENT - MANAGING FOR RESULTS

### Moving from outputs to outcomes

Performance management is an approach to public sector management focusing on moving from managing for outputs to managing for outcomes.

This approach is emerging in Finland to provide real-time evidence-based knowledge about short and long term effects of public interventions. Equally, data are also being used when prioritizing how to allocate resources effectively and designing targeted policies and programs.

### Performance management in the US for 14 years

In the United States, results-based management otherwise called performance management, has become the central approach to public management. The GPRA (Governmental Performance and Results Acts) of 1993 demands that all Federal ministries apply performance management into planning and budgeting as the basic model for managing toward strategic outcomes. The approach is adopted at all levels of government; federal level to state and city level. Today, almost all public programming is organized around performance management and relies on results-

based monitoring and evaluation systems. Contracts with service providers such as for example, schools, job centers, and social institutions are results-based. Employees act to attain strategically determined outcomes.

### Performance management the driving force for increasing value of public spending

The US experience is that performance management creates high value to effective management and public spending. The knowledge of what works and what does not works is high. Budgets are linked to theories of change, i.e. outputs and outcome. Performance is the driving force for prioritizing funding of organizational models, methods, institutions, and contracts with private vendors. 14 years of performance management has proven to create more value for money in public expenditure, as well as bettering the strategic identity of public institutions. Thus, performance management highlights to an organization what its core objectives are, and how every employee contributes to achieving these objectives. In this way, performance management is also an approach to inclusion of employees into strategic commitment to the organization.



### The study tour focuses on leadership and management

This study tour to New York City focuses on how to manage for results. That is the leadership and management decisions that are essential to make performance management effective:

- How to successfully design a performance management approach – the value of strong political will and high level management commitment
- How to establish knowledge management and IT-support,
- How to implement the model by ensuring buy-in and, setting the agenda
- How to manage by results
  - internally creating results orientation among politicians and high level management teams, and
  - externally creating results orientation in local institutions and among service providers at all levels of the organization; senior management, line managers, staff, and service providers using instruments such as; appraisals, learning sessions, performance contracting, bonuses, and sanctions

How to drive a cultural change process  
We have designed a program including some of the very best American experts in performance management, and we visit

leading public organizations and private/NGO service providers using performance management.

### We visit city departments, institutions, and private/NGO vendors

The study tour will provide participants with in-depth learning and inspiration on how to apply performance management to build high performing, results focused organizations. We visit some of the best performing organizations: State government departments leading a performance management strategy, New York City departments running performance management operationally, Institutions and private / NGO vendors operating in results based contracts. Highly recognized and most prominent experts in the field it is our experience from previous study tours that a variety of groups gain high value and inspiration from taking part: politicians and senior management at national and local government level, strategic personnel working with performance management as internal consultants, as well as others working with performance management such as unions, knowledge centers, etc. Also, it is our experience that all participants gain extensive value by visiting case projects outside their own field, because visiting high performing organizations provide inspiration no matter specific field.



**'All countries have emphasized that an outcome focus represents a fundamental change in the approach to thinking and managing within government. Indeed, it represents a shift in the entire orientation of public services – away from a primary preoccupation on inputs and activities to a focus on the benefits and results of these activities.'**

**'Moving to an outcome focus represents a fundamentally different way of thinking and managing. A major organizational change of this nature is rarely easy. Participants pleaded not to underestimate the challenge of moving toward an outcome orientation. Proper management of expectations – by the political leadership as well as within government – can be very important to the ultimate development and success of an outcome-oriented approach.'**

**'This is one reason why participants emphasized the importance of instilling a results-oriented culture, and why it is so absolutely critical to the success of an outcome approach to generate buy-in and commitment at all levels of a government hierarchy.'**

From 'Moving from Outputs to Outcomes', a World Bank Roundtable sum up by Burt Perrin, with Ray Rist and Albert Morales