



Universiteit Utrecht

Utrecht School of Governance
Successful Public Governance Programme
s.c.douglas@uu.nl

In Search of Successful Governance

Scott Douglas, DPhil

Assistant Professor of Public Management

7 oktober 2016



NACIONĀLAIS
ATTĪSTĪBAS
PLĀNS 2020



ĒROPAS SAVENĪBA
Eiropas Sociālais
fonds

ĪEGULDĪJUMS TAVĀ NĀKOTNĒ

The topic today is “In search of successful governance”

- We are still truly seeking for success in this time of demanding citizens, limited budgets, and a complex and connected world
- I can offer some tools, such as a compass, to help you check your course
- BUT: You know the terrain, you know your organizations and Latvia, we need to search together

Session aim: Moving from monitoring performance indicators to building performance management systems

Different visions of success

- *Which vision of success is prioritized in your organization?*

Different paths to success

- *Which path is your organization taking?*

Different performance management systems for success

- *How is your performance management system organized?*

2

We will explore key topics and questions

- Exploring what success looks like for your organization
- Exploring which paths can lead to success and what effects this could produce
- Exploring the design for performance management systems to keep you on the right path

If you are a chief executive; you can pose these questions for your own organization. If you work in the ministry; you can again pose these questions for your own organization, but also for the networks of organizations you are responsible for

The overall aim is to move from simply monitoring performance indicators to building performance management systems



The vision of an efficient and effective government

- Ultimate customer service; speedy and reliable
- For example: A citizen wants to start a company
- The company register quickly provides a registration, the tax office the rules, the labour office the employment contract.
- All different parts of government working together. Every task is crystal clear
- Always drive and competition to go faster. In F1 want to finish a pitstop in less than a second, a company started in less than an hour.



The vision of a legitimate and fair government

- Classic ideas of democratic and just procedures.

- For example, a citizen is accused of a crime.

- The government investigates, respecting the rights of the suspect and the victim. Police, prosecutors, judge all play their part.

- Government itself is accountable, rules are transparent



The vision of government around flexibility and shared value

-The world is full of connections, such as facebook connections here.

-For example: Citizens campaign for clean air. They quickly share information, governments joins their efforts, engages companies as well working together internationally.

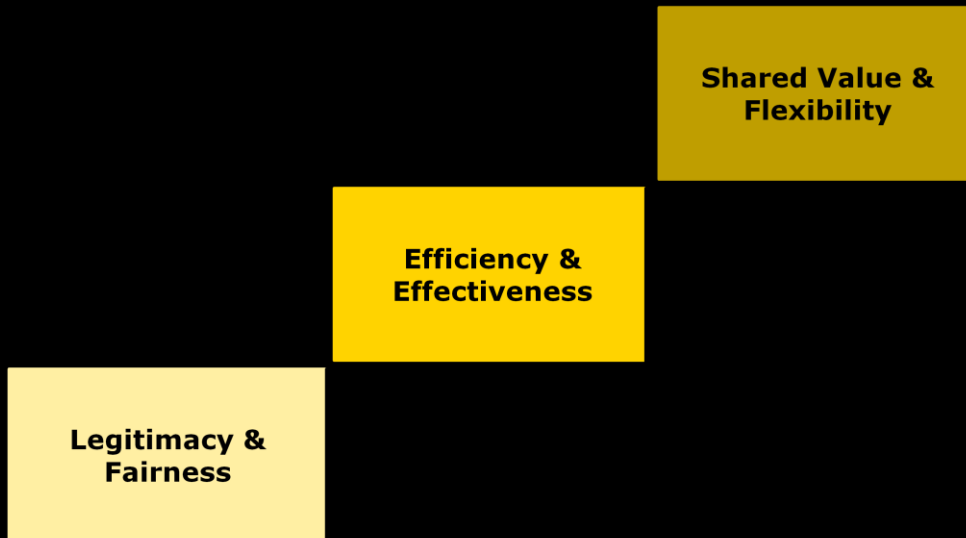
-About sharing facts and problems, but also about sharing emotions and perspectives.

Connecting the world and different worlds.



Different visions of success

Which vision of success is prioritized in your organization?



Hood, 1991

6

Different visions of success

- Legitimacy and fairness: Procedure-based
- Efficiency and effectiveness: Service-based
- Shared value & flexibility: Process-based
- We like to represent them as successive generations of priorities.

POINT 1: Different visions are relevant for different organizations.

- For example: Executive versus policy unit, infrastructure versus social affairs

Question: Which vision is prioritized in your organization?

POINT 2: Value seem to follow each other, but actually are added on top of each other

- For example: Child protection, needs to work in shared value, but budgets are restricted, and legitimacy matters in crises
- There can be tensions between the different values, such as Henry Ford's choice between efficiency and flexibility
- BUT: Sometimes the trade-offs are only imaginary, in practical work all values can be unified

Session aim: Moving from monitoring performance indicators to building performance management systems

Different visions of success

- *Which vision of success is prioritized in your organization?*

Different paths to success

- *Which path is your organization taking?*

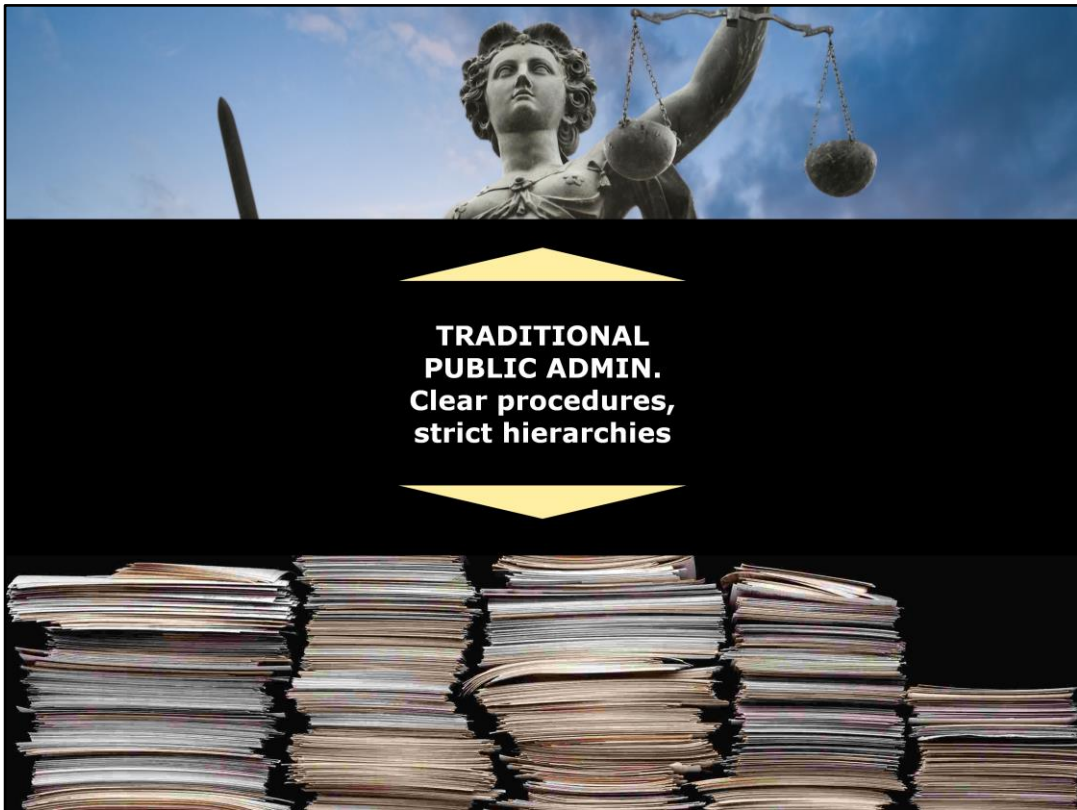
Different performance management systems for success

- *How is your performance management system organized?*

We will explore key topics and questions

- Exploring what success looks like for your organization
- Exploring which paths can lead to success and what effects this could produce
- Exploring the design for performance management systems to keep you on the right path

If you are a chief executive; you can pose these questions for your own organization. If you work in the ministry; you can again pose these questions for your own organization, but also for the networks of organizations you are responsible for. The overall aim is to move from simply reading performance data, to being able to improve the systems which produces the data and performance itself

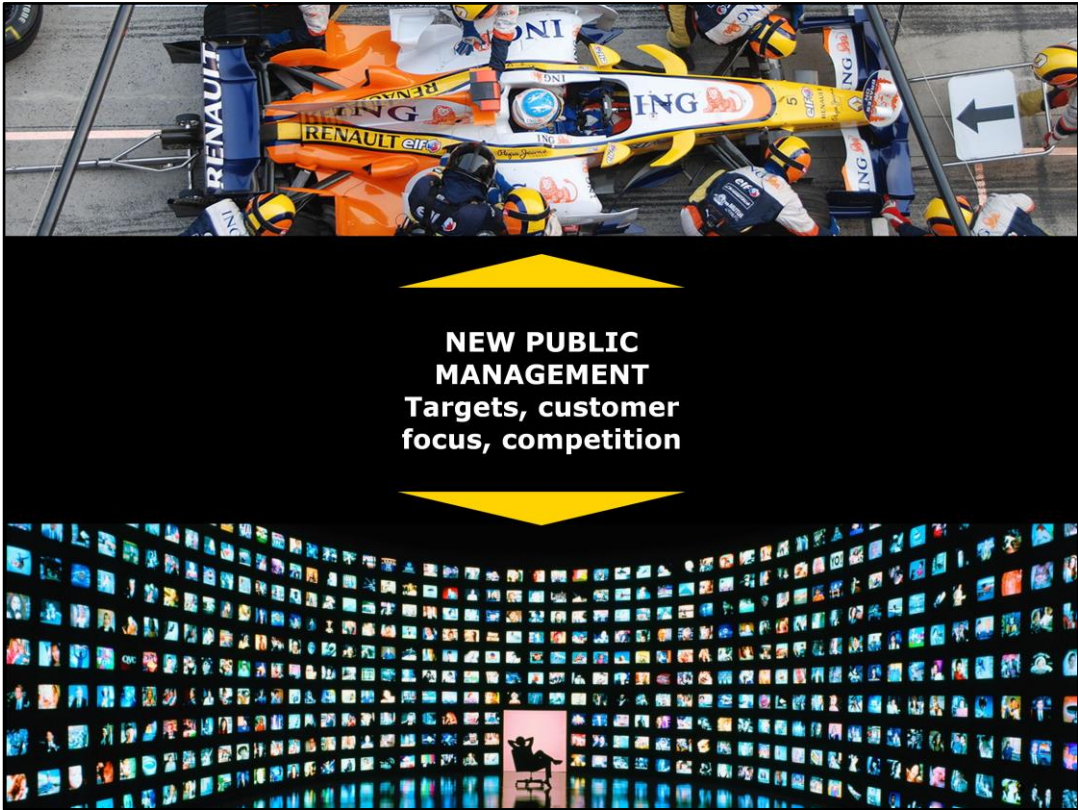


Tradition Public Administration, the good old German approach.

- Clear procedures, always clear what your rights and obligations are
- Strict hierarchies, always clear who has what mandate
- Any problems are the consequence of inconsistency and unclarity

BUT

- Procedures become an end in itself; the rules must be respected whatever the outcome.
- Emphasis on control and consistency leads to expanding role of government; the world must be organized



New Public Management; the approach of Reagan, Thatcher, Clinton and Blair

- Copying the practices of the private sector
- Ruthless focus on the citizen as customer
- Creating competition; either privatizing services to companies (telecom, electricity, healthcare), creating competition for organizations against targets (railroads, police) or competition amongst individual employees
- Endless focus on targets and measurement to improve customer experience and reduce the burden of government

BUT:

- People start following only the target: Soviet cars getting heavier and heavier
- Targets foster inequality: Schools and Math scores, leading teachers to focus on the almost-pass group and ignore others.
- Could measure more, but do they capture the true sentiment of people. The Brexit, Referendum: All the numbers are up, but people are still feeling down.
- You, senior leaders, don't really have an insight in what your own people are doing and how the citizens feel about it.



Collaborative Governance: The government as the partner of society.

- Focus on big problems which cannot easily be solved; for example obesity amongst young people in Utrecht
- Government is not alone in charge; problem and solution starts with the parents, supermarkets could play a role
- Government is joining or organizing networks, collaborating around parent education, healthy options in the supermarket, etc.

BUT

- In Utrecht: Nobody knows what they are doing. Nobody has an overview of what is going on.
- At the end of the day, people say they worked together very well, but were are the results?



On the whole, we have three different visions of success with their own path.

POINT 1: Different paths are relevant to different organizations.

Question: Which path is your organization currently taking?

POINT 2: Each path has its own negative and perverse effects.

QUESTION: Do you see these negative effects in your organization?

Session aim: Moving from monitoring performance indicators to building performance management systems

Different visions of success

- *Which vision of success is prioritized in your organization?*

Different paths to success

- *Which path is your organization taking?*

Different performance management systems for success

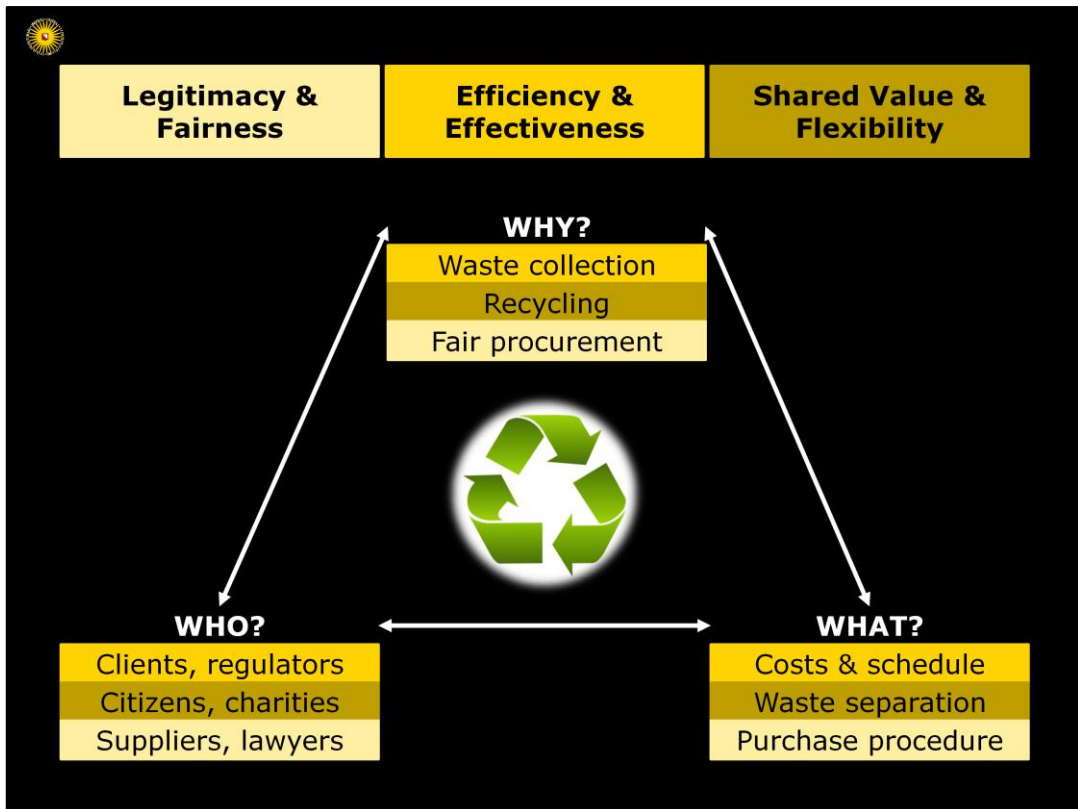
- *How is your performance management system organized?*



I did not promise tools and Google Map directions which you can mindlessly follow,

I did promise tools, in this case a compass to orient yourself, keep yourself on course.

I will illustrate with some examples, but you yourself must know the terrain.

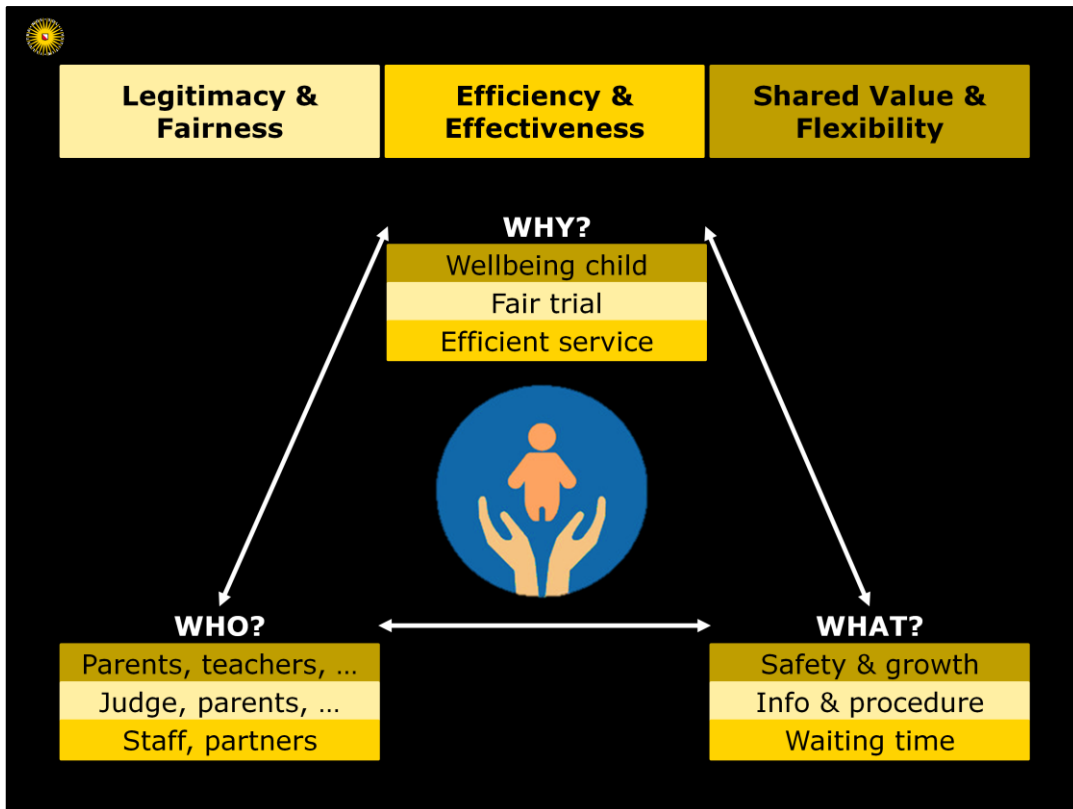


From the personal perspective of a waste management director.

- Really had a clear focus; prioritized core business of waste collection, enlisted opinions of clients and regulators on costs and schedule.
- Restless at night; I want to do more! Position recycling as priority as well. Mobilize charities and speak to clients as citizens as well. Monitoring separation.
- But also had to lock the backdoor: Complaints about scandalous and unfair awarding of contracts and jobs. Fair procurement, enlisting suppliers but also lawyers, monitoring purchase procedure.

POINT 1: Establish the why, who and what of your performance management system

POINT 2: Have a prioritized value, but expand from there.

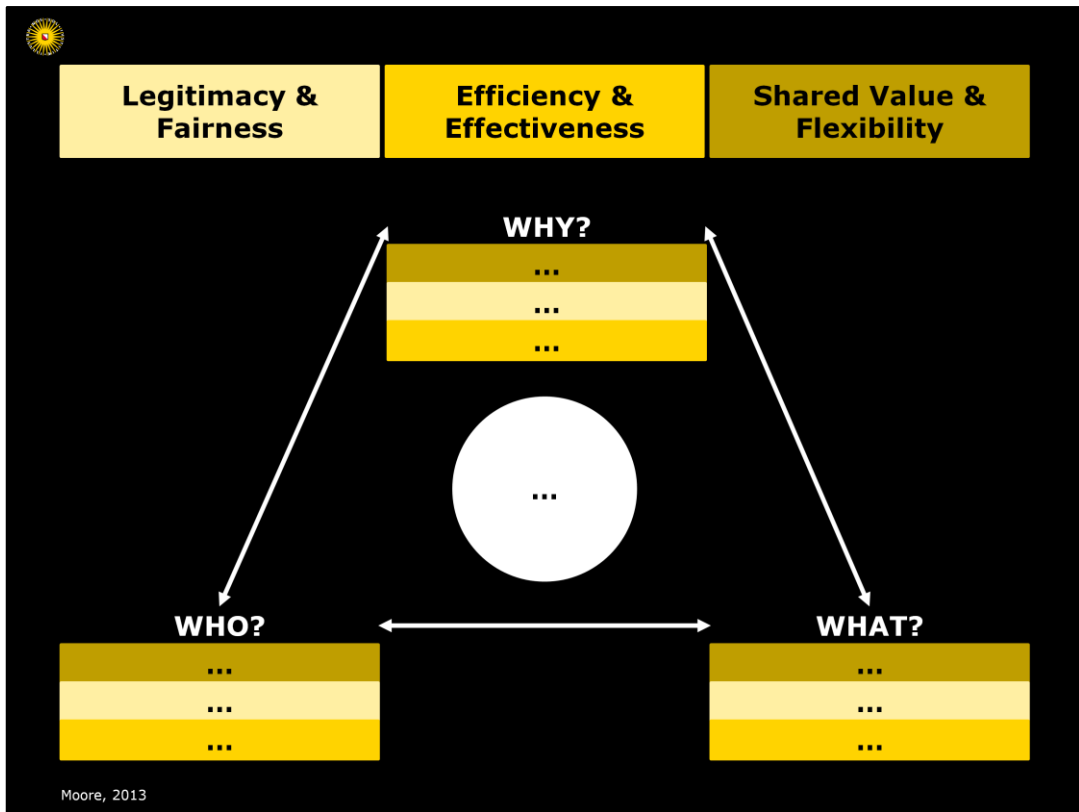


From the personal perspective of a director of the Child Protection Services. As I told you before, they were in deep trouble. Organisation really in a shock after child was killed and guardian prosecute. Fully in Legitimacy mode, but really cover your back. Reports up to 130 pages, documenting all the actions of the agency. But where is the value for the child?

POINT 1: Refocus on well-being child, even if this is hard to trace. How can the chief executive know whether the child is safe? But that is the wrong question. The parents, teachers and care professionals know whether a child is safe, it is the job of the chief executive only to help them monitor performance. Get the system into a room. Organize interaction, trigger expert judgement.

POINT 2: Refocus on core value: Talk to courts about the legal reports, what do they really need. Reports were too big for judges anyway, 12 pages up to date.

POINT 3: Even in 'soft sector', Efficiency and Effectiveness matter. Engage staff to find waste. But there can be an apparent clash. In this case, the child protection agency was financed by the Ministry of Health for light cases and for a larger amount from the Ministry of Security for heavy cases. This gives the agency an incentive to upgrade cases to 'heavy' cases. It was up to the senior leaders of the ministries of Health and Security to fix their contradictions.



Question: How is the Why, Who, and What currently organized?

Question: How would you like to expand it?

Session aim: Moving from monitoring performance indicators to building performance management systems

Different visions of success

- *Which vision of success is prioritized in your organization?*

Different paths to success

- *Which path is your organization taking?*

Different performance management systems for success

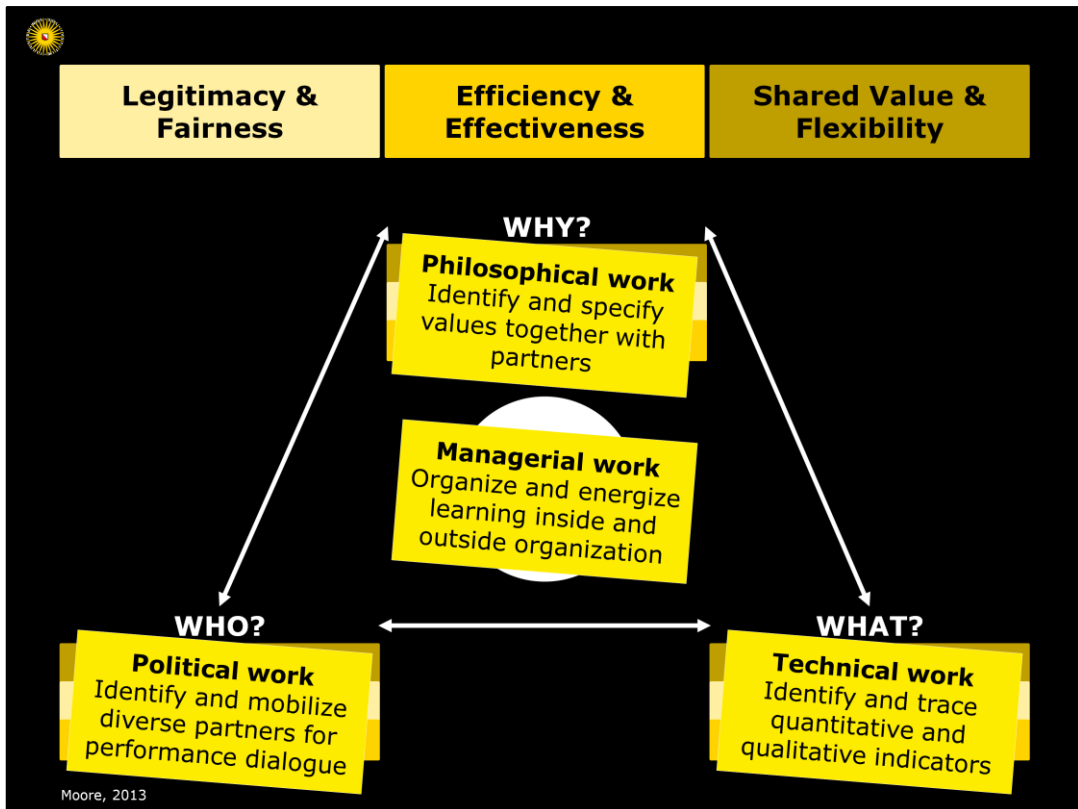
- *How is your performance management system organized?*

We will explore key topics and questions

- Exploring what success looks like for your organization
- Exploring which paths can lead to success and what effects this could produce
- Exploring the design for performance management systems to keep you on the right path

If you are a chief executive; you can pose these questions for your own organization. If you work in the ministry; you can again pose these questions for your own organization, but also for the networks of organizations you are responsible for

The overall aim is to move from simply monitoring performance indicators to building performance management systems



In sum, this is not about the right answer, but the right type of work.

And to build a balanced performance management system, you have to engage in different types of work to make it happen.



Universiteit Utrecht

Utrecht School of Governance
Successful Public Governance Programme
s.c.douglas@uu.nl

In Search of Successful Governance

Scott Douglas, DPhil
Assistant Professor of Public Management

7 oktober 2016

These are the tools I can offer you, thank you for sharing your knowledge of the Latvian terrain.