



Fact Sheet

DIVISION OF CORPORATE, CONTINUING AND DISTANCE EDUCATION

Spring 2010

Performance Management in Government and Non-Profits

The Course

Organizations around the world have increasingly come to realize the value of setting goals, measuring performance and using the resulting data as a core management tool to improve societal outcomes. This management approach is often referred to as “performance management” or “managing for results.” Experience has shown that, when well used, goals and measurement can greatly improve the operation and understanding of government and non-profit programs and priorities. Experience has also shown that misuse of goals and measures, especially when combined with incentives, can provoke dysfunctional, performance-dampening responses.

This course explores what performance management means and how government agencies and non-profits can adopt this management approach. The course shows how to develop skills to refine the way goals and strategies are articulated so that they can be effectively measured, and to select practical performance measures. The course also covers how to identify target audiences, present data clearly, and analyze and use data to improve performance.

Using theoretical readings, case studies, and exercises, the course provides a conceptual grasp of the underlying dynamics employed when you manage for results. It also provides a practical understanding of how to apply performance management tools successfully at all levels of government across policy areas and in non-profits.

Topics Covered

- Introduction to performance management – envisioning the performance-driven organization
- Articulating goals and strategies to facilitate measurement – objective trees, logic models and results frameworks as ways of expressing current strategies and identifying what should be measured
- Selecting and collecting practical performance measures – choosing appropriate measures, options for data collection, ensuring data quality
- Identifying target audiences and presenting data clearly – typical audiences for government performance data; the good, the bad and the ugly of charts, graphs and dashboards
- Analyzing data and using it to improve performance – analytic techniques and traps; facilitating the data driven conversation, including tracking identified action items
- Understanding the potential pitfalls of using performance data as a tool of government – worst case and best case scenarios; the latest thinking on one of the toughest cases: teacher pay-for-performance.

Who should take this course?

The course is appropriate for municipal, state and federal government and non-profit officials at all levels of experience. Knowing what and how to measure can elevate your organization to a higher level of performance.

If you are just starting out, this will familiarize you with performance management using goals and indicators and give you a set of in-demand skills to help build your career.

If you've been in management for a while, you can add a solid understanding of how to use goals and performance indicators to your toolkit and begin to play a leadership or partnering role in building such systems in your organization.

If you are a senior manager, this course will help you identify whether and how you might want to introduce or improve the use of goals and measures within your organization and help you avoid some of the pitfalls.

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PRFTRN 093

ONLINE

March 1-April 9

Course fee: \$700, Class No: 1073

Course fee: \$600 for municipal, state, and federal employees, Class No: 1074

The course consists of six online modules and one online group meeting during the fourth week. Upon successful completion of this course, you will receive a certificate of completion and 2.0 Continuing Education Units (CEUs). This is a non-credit course.

How to Register

Students may register online at:

ccde.umb.edu/corporate/government-performance/

For More Information

For more information, please contact Shona Jackson (tel. 617.287.6934, email shona.jackson@umb.edu).

PERFORMANCE MANAGEMENT IN GOVERNMENT AND NON-PROFITS is sponsored by the Edward J. Collins, Jr. Center for Public Management at the John W. McCormack Graduate School of Policy Studies.

ccde.umb.edu/corporate/