

COMPETENCY GUIDE: MANAGEMENT SYSTEMS

Analytic Management Techniques (usually worth about 12%)

1. PERT/CPM diagrams, indicating ES, EF, LS, LF and slack on a separate table.
2. Decision trees.

RESULTS-BASED MANAGEMENT SYSTEM TOPICS

(Should be able to give specific examples of how the topics below could be applied to a given agency or program, defending your specific application in detail.)

Overview of results-based management model for government

Ways in which current models of “good” government management (often called results-based or performance-based) differ from traditional models; reasons for the changes

Setting the strategic direction for a program

The *processes* of strategic planning, including the steps of stakeholder incorporation, of SWOT analysis, of gap analysis, and the rationale behind the steps

The *products* of strategic planning (mission statements, vision statements, and long-term goals) and how they are used

Connecting strategic planning to the (annual) performance management system

Designing outcome-oriented performance management (PM) systems

The three steps of PM systems: setting objectives (with the components of targets, dates, and measures); monitoring; remedial measures

PM system cascades, and their purpose

How systems change when used for monitoring projects versus monitoring continuous operations

The effects of systems, with examples: changes in decision making and behavior

Alternative ways of setting targets; their advantages and disadvantages

Recognizing and troubleshooting problems such as misreporting and both pre-system and system-caused goal displacement

Metrics:

- Choosing outcome indicators, including drawing a chain of outcomes (i.e., a logic model) for a program and discussing its managerial implications
- Analyzing when customer satisfaction is most meaningful as an outcome indicator and how surveys and focus groups are best conducted
- Discussing how and why some outcomes are best measured by program evaluation, with specific evaluation examples

Using structure to improve organizational results

Choosing functional structures vs. cross-functional result centers (or matrix organizations)

Centralization vs. decentralization and the tradeoffs

Role of internal service funds in promoting results centers

How the accountability for (and use of) results information changes when structure changes

Using process improvements to improve organizational results

Reengineering-based internal process improvements including:

- the theory behind the changes: system focus, root causes
- the primary drivers of the change: quality improvement teams and their make-up
- the primary goals of change: saved money, shorter cycle times, one-stop shopping, fewer handoffs, flatter organizations, with examples and reasons
- the primary paths to change, including how and why: equipment changes; human resources changes; workflow improvement, with examples and reasons
- the primary tools: Ishikawa diagrams, flow charts, PDCA cycles, process control charts and pareto charts, front-line worker empowerment
- the pros and cons of decreasing handoffs, and specific ways of decreasing them
- the role of outcome targets and measures in fostering process improvements

Connecting measured results to budgeting

The four components of performance-based budgets, with specific examples
Advantages and disadvantages of performance budgets versus line item budgets
How agency structure affects performance-based budgeting
How budget rewards can be tied to results, including the many obstacles to connections
How program technology affects the ties between budget shares and results

Performance contracting and its relation to results-based management

The ways that the principal-agent framework illuminates common outsourcing challenges
How performance contracts differ from traditional contracts, with specific examples
How program technology affects the design of contracts
-----The types of programs for which performance contracts work best and worst

Connecting measured results to individual and group rewards

How measured results relate to individual appraisal instruments such as trait systems, BARS, and PM-based appraisals
The advantages and disadvantages of different individual appraisal raters, including single (boss) raters and multi-rater (including 360 degree) rating systems
When group rewards and appraisals are preferable to individual ones; when they are complementary
Types of rewards available to public managers (intrinsic; extrinsic, including both monetary and nonmonetary) and their advantages and disadvantages
How appraisal and reward choices are affected by program technology
How appraisal and reward choices are affected by the agency structure

Installing results-based management systems

Designing a strategy for implementing a results-based management system, with emphasis on recognizing government obstacles and suggesting ways of overcoming them
Using implementation assessments of culture, structure and program technology to decide how to tailor the implementation process to a specific agency
Tactics for internal installation, including segment-specific rewards, transparency, participation and early victories