

Managing the performance of public sector organisations



One-week study programme
20 to 24 February 2012



PAI is accredited by the
British Accreditation Council
for Independent Further and Higher Education

About the programme

The period of unprecedented economic pressure that we have experienced over the last eighteen months continues to affect most countries around the world. Now more than at any other time public sector organisations need to demonstrate sustainable, efficient and effective services - perhaps with reduced resources. Organisations must be in a position to respond appropriately to the changes that are happening. Many are finding that they must adapt the way they operate; they need to adopt new approaches to management to help them focus on key priorities.

Public sector organisations are being driven increasingly towards achieving performance objectives. These objectives come in many forms and may relate to operational performance (such as the quantity or quality of services delivered), financial performance (such as achieving the budget or delivering savings) or governance issues (perhaps related to aid donor requirements). As a result, public sector bodies across the globe are reshaping their systems and processes to ensure that their objectives can be met.

This programme focuses on performance management at an organisational level, which provides a framework for senior managers to evaluate progress towards overall objectives.

Who is it for?

The programme has been designed specifically for public sector organisations - central, state and local government bodies – as well as parastatals and NGOs.

The programme will be especially beneficial for:

- Senior managers responsible for business planning, corporate performance, reform projects and governance issues

- Senior managers requiring guidance on related processes on which they may be asked to provide assurance or advice to senior management
- Senior managers responsible for maintaining or introducing performance management

The programme will also be of interest to individuals working for organisations involved in governance, audit, evaluation and civil service reform policy. Aid donors and consultants will also find the programme of assistance in understanding current responses to the challenges that organisations face.

How participants will benefit

Participants will be able to:

- Understand performance management in its organisational context
- Share experience of best practice developments and practical lessons learned from their implementation in both UK and other countries
- Compare experiences of managing and implementing performance management systems
- Explore how these developments may be introduced and/or implemented in their own jurisdictions.

“What a wonderful experience and exposure. The presenters had passion for each subject they presented both in conference room and on visits the discussions help one to visualise the situation back home and think how one will engage with stakeholders and share with them the best international practices.”

Mr Dumisani Noble Maphumulo
Chief Financial Officer, Civil Aviation Authority, South Africa

What the programme will cover

The programme will involve discussion sessions and practical case study material, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. It aims to be highly interactive and participants are encouraged to: share their own experiences; debate the potential added value to their own situation from

applying some of the features of models used in the UK; and consider skills and resources required to develop a framework for performance management.

Programme notes, presentations, and a range of different materials will be provided on a CD for future reference and follow up.

Programme outline

	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Participants’ informal presentations</p> <p>What is performance management (PM)?</p> <ul style="list-style-type: none"> - Why is it important? - Definition of PM - Impetus for PM 	<p>What is performance management (PM)? (cont)</p> <ul style="list-style-type: none"> - Six critical factors for success - Benefits of PM system - PM warning <p>PM principles</p> <ul style="list-style-type: none"> - PM performance management levels - Performance measures and indicators - Performance targets - Value for money
Day 2	<p>Steps in developing PM</p> <ul style="list-style-type: none"> - Processes - Systems 	<p>Role of evaluative and reporting models</p> <ul style="list-style-type: none"> - Balanced scorecard - Dashboards - European Foundation for Quality Management - Rating mechanisms
Day 3	<p>Selection of PM concepts used in the UK</p> <ul style="list-style-type: none"> - Capability review - Procurement review - Asset management review - Public service agreements - Service level agreements - Regulatory assessments 	<p><i>Visit to a Central Government Department to discuss the capability review process</i></p>
Day 4	<p>Different management roles</p> <ul style="list-style-type: none"> - Within organisations (senior management, IT, internal audit) - External (in UK – Treasury, Cabinet Office, Supreme Audit Institutions and other regulators; future of PM in the UK) 	<p><i>Visit to a public sector body to discuss performance management arrangements</i></p>
Day 5	<p>International experience</p> <ul style="list-style-type: none"> - Canada – accountability framework - USA - World Bank Public Expenditure Framework Agreement - Public Expenditure Tracking System (a case study) <p>Practical issues</p> <ul style="list-style-type: none"> - Cost, IT, time and reinforcement 	<p>Putting developments into practice</p> <ul style="list-style-type: none"> - Comparison between UK practice and participants’ own experience of performance management <p>Programme conclusion</p> <ul style="list-style-type: none"> - Action planning - Review and evaluation - Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Application form

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Please complete this application form and post, fax or email it to:

Clare Walters
Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB UK
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.
www.public-admin.co.uk

Please print clearly in black ink and in capital letters

Personal details

First name _____

Family name _____

Title (Prof. Dr. Mr. Mrs. Ms. etc.) _____

Nationality _____

Dietary requirements _____

Disabilities _____

Have you participated in a PAI study programme before? _____

If yes, which programme(s)? _____

Dates of programme(s)? _____

Current position

Title of post _____

Employer _____

Address _____

Telephone _____

Fax _____

Email _____

Brief description of your main role and responsibilities _____

Education and professional training

Please provide brief details of your education and professional qualifications and training _____

Application form

School/college/university

Relevant professional qualifications or membership of professional bodies

Particular interests

Please indicate which aspects of the programme are of most interest to you

Sponsoring organisation

Who will pay your fees?

Who will pay your other costs such as travel and living costs?

How would you rate your English language capability?

	Spoken	Written
Fluent		
Good working knowledge		
Fair		
Basic		

Do you need a visa to enter the UK?

Yes

No

Not sure whether I need one

If you are unsure whether you need a visa please check the UK Border Agency website: www.ukvisas.gov.uk

How did you find out about the programme?

Value Added Tax (VAT)

I certify that I am employed by the Government of _____ in furtherance of its sovereign activities (please refer to note on VAT under 'Fees and other costs')

Signature

Date

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

Language

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

Location and arrival arrangements

The study programme will be based in central London. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

Fees and other costs

The fee for the study programme will be £1,690 and includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme and all documentation¹. UK Valued Added Tax (VAT) will not be charged if applicants can provide written confirmation from their government or its accredited representative that they are employed by their government in furtherance of its sovereign activities. In all other cases, VAT (currently 20%) will be charged in addition to the fee.

Payment in full must be received by PAI no later than 20 February 2012. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day..

Discount

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any

one calendar year) you let us know so that we can apply the discount.

Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

Public Administration International (PAI)

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

Programme Director

The Programme Director will be Jane Squire. Jane is a consultant specialising in public sector performance management and value for money issues. She has benefitted from some twenty years' experience at the National Audit Office (NAO) developing recommendations from major investigations of government policy initiatives and programmes. While at the NAO Jane was seconded to the Treasury to advise on the development of a performance measurement framework for the National (Misuse of) Drugs Strategy, and to the Audit Commission to advise on developing the private sector market for audit of local government and health. Jane has most recently worked on a series of high profile reviews of financial management, including governance, performance management, audit and risk, in UK public sector organisations. She also provides a major training programme in performance audit to the European Court of Audit, and carries out advisory and training assignments in a number of countries. She is a qualified accountant in the public sector (CIPFA).

¹Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

How to apply

Please complete the attached Public Administration International application form and post, fax or email it to:

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Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB
UK
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F +44 (0)20 7580 4746
pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details: www.public-admin.co.uk

If you would like to discuss the programme or to find out more about Public Administration International and our services, please contact:

Claire Cameron
Director
Public Administration International
T +44 (0)20 7580 3590
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration
International

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