

Uddannelsesudvalget  
UDU alm. del - Bilag 445  
Offentligt



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### Studietur om performance management til New York City

Rambøll Management arrangerer d. 18.-24. marts 2007 en studietur til New York City om performance management.

Vi kalder turen Performance Management - Implemented, fordi fokus er på både værdien af performance management som styringsredskab, og hvordan en performance management tilgang implementeres i praksis:

Dato 2006-08-07

- Vi skal lære af de amerikanske erfaringer med at måle og styre efter effekter i den offentlige sektor og sektorens styring af sine leverandører
- Og med at etablere og implementere performance management - om politisk vilje og vision, ledelsesmæssig fokus og prioritering, medarbejderinvolvering og -opbakning, leverandørkontraktstyring, organisatorisk og IT-teknologisk beredskab mv.

Fokus er på den offentlige sektor og målgruppen er politikere, chefer og specielt udpegede medarbejdere med ansvar for performance management. Vi besøger de fremmeste organisationer og personer med de bedste erfaringer med implementering og brug af performance management. Vi taler med ledelse, medarbejdere, og leverandører. Vi arbejder med cases i uddannelses-, beskæftigelses- og socialpolitik. Dette er emner, vi bl.a. går tæt på:

- Hvordan får vi fokus på effekt, ikke bare aktiviteter/output?
- Hvilke typer indikatorer kan anvendes til måling af effekt?
- Hvordan måle effekt af en organisations eller et programs indsats, når andre forhold forstyrrer en lige kæde fra årsag til virkning?



- Hvilke processer kan med fordel anvendes for at udvikle effektfokuserede tilgange, så de er meningsfulde og har opbakning i alle dele af organisationen?
- Hvordan skabe medarbejderopbakning gennem involvering?
- Hvordan styre private leverandører med et effektfokus?
- Hvordan etablere en performance management model forankret organisatorisk og IT-understøttet?

Med hjælp fra kunder og tidligere deltagere har vi sammensat studieturens program, så vi tager det bedste fra den sidste tur, samt nye praksisnære tale og organisationer, der besøges, for herved at få fokus på etablering og implementering. I vedlagte materiale kan du læse mere om studieturens program.

Tilmelding sker på: [www.ramboll-management.com](http://www.ramboll-management.com) eller ved Charlotte Jørgensen på [cj@r-m.com](mailto:cj@r-m.com) eller tlf. 8944 7835. Tilmeldingsfrist er fredag d. 12. januar 2007. Vi anbefaler dog tidligere tilmelding, på grund af begrænsning i antal deltagere.

Med venlig hilsen



Nicolaj Ejler  
Business manager

**Information om fly og hotel**  
**Studietur til New York City d. 18.-24 marts 2007**

Side 3

**PRIS**

Pris for deltagelse i studieturen er kr. 35.000,- eks. moms.

**Den oplyste pris inkluderer:**

- Flyrejse på økonomiklasse København – New York City retur
- Transfer lufthavn – hotel retur
- Hotelophold i enkeltværelse søndag-lørdag (morgenmad ikke inkl.)
- Diverse skatter i forbindelse med rejsen, obligatorisk bidrag til Danmarks Rejsegarantifond, pt. DKK 5,00 pr. person, obligatorisk ansvarsrisikoforsikring i henhold til EU-lov, pt. DKK 18,00 pr. person, samt diverse skatter og afgifter i forbindelse med opholdet
- Lokaleleje og udgifter i forbindelse med oplægsholdere
- Frokost mandag – fredag
- Fælles middag mandag, onsdag og fredag aften
- Visse dele af lokaltransport ifm. program (subway)

**Den oplyste pris inkluderer ikke:**

- Tilslutnings-transport til og fra Kastrup
- Transport mellem lufthavn og hoteller i Danmark
- Dele af lokaltransport, der ikke kan foretages med subway (estimeret omkostning pr. deltager i alt: 150 kr.)
- Private udgifter på hotel, fx telefon, minibar osv.
- Morgenmad (estimeret omkostning pr. deltager i alt: 400 kr.)
- Frokost søndag og lørdag, samt middag søndag, tirsdag og torsdag aften
- Erhvervsrejseforsikring og afbestillingsforsikring (tegnes af hver enkelt deltager)

**Vigtigt:** Vi tager forbehold for kursændringer og andre prisstigninger, som måtte blive påført rejsens pris fra rejsearrangøren (eks. ved større stigninger i brændstof, afgifter og lign.). En prisændring er ikke sandsynlig, men vil i ekstreme tilfælde kunne forekomme.

Seneste tilmeldingsfrist er **fredag d. 12. januar 2007**. Vi anbefaler dog tidligere tilmelding, på grund af begrænsning i antal deltagere.

Betalings- og afbudsvilkår: Ved tilmelding fremsendes faktura til betaling af rejsen. Tilmelding anses for værende gyldig ved betaling af rejsen. Ved evt. afbud efter betaling forbeholder Rambøll Management sig ret til ikke at tilbagebetale det fulde beløb, såfremt der udløses afbestillingsgebyr blandt fly og hotelarrangører. I praksis kan der skulle betales gebyr til hotel, mens fly formentlig ikke vil udløse gebyr.

**OBS!! Nyt vedr. danske pas**

Fra den 26. oktober 2004 er det ikke længere muligt for danske statsborgere at indrejse i USA på et ikke-maskinlæsbart dansk pas under det såkaldte visa waiver program, det vil sige uden gyldigt amerikansk visum eller opholdstilladelse (green card). Såfremt man er indehaver af et ikke-maskinlæsbart dansk pas, skal man altså fra den 26. oktober 2004, opsøge den amerikanske ambassade for udstedelse af visum inden afrejsen til USA. Er man indehaver af et maskinlæsbart dansk pas kan man fortsat indrejse i USA under visa waiver programmet.

**Information om fly**

18.3.07 kl. 12.20: SK925 København – New York City Newark (ank. 16.15)

24.3.07 kl. 18.30: SK910 New York City Newark – København (ank. 8.10 - søndag)

**Information om hotel:**

**Crowne Plaza at the UN**

304 E 42<sup>nd</sup> Street  
New York, NY 10017

Tlf.: + 1 212 986 8800

Fax: + 1 212 986 1758

Crowne Plaza er beliggende på Manhattan's East Side, i nærheden af UN og Grand Central Station. Alle værelser med aircondition, privat bad/toilet samt telefon, TV, high speed internetadgang, sikkerhedsboks, hårtørrer, minibar og kaffe/te-faciliteter. På hotellet findes desuden bar, 2 restauranter, fitness center samt mødelokaler.



# Performance Management---

Study tour to New York City, March 2007

Knowledge Creating Results---



# Performance Management - implemented

Study tour to New York City, March 2007

## Moving from outputs to outcome

Performance management is an approach to public sector management focusing on moving from management by output to management by outcome. Today, after several decades of 'new public management', the Danish public sector is still to a large extent managed by measuring outputs. Thus, we have a lack of evidence based knowledge about the actual short and long term effects of the various instruments and policies that are being used.



The pressure on developing new models of results based management is coming from a need to use public expenditure efficiently, and to have more systematic knowledge of what works and what does not work when allocating resources effectively and designing targeted policies.

## The American experience

In the United States, results based management has become the central approach to public management. The GPRA (Governmental Performance and Results Acts) of 1993 demands that all ministries apply performance management into planning and budgeting as the basic model for managing strategically. The approach is taken from federal level to state and city level.

Thus, today all public programming is organized around performance management and built upon systems of indicators on outcome. Contracts with vendors

such as schools, job centers, social institutions etc. are results based. Employees act with a focus on outcome.

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 work is high. Allocation of expenditure is targeted to outcome. Performance is the driving force for prioritizing funding of organizational models, methods, institutions, and contracts with private vendors.

13 years with performance management has proven to create more value for money in public expenditure, as well as better strategically identity of public institutions. Thus, performance management highlights to an organization what it's core objectives are, and how every employee contributes to achieving the objectives. In this way, performance management is also an approach to inclusion of employees into strategic commitment to the organization.

## The study tour

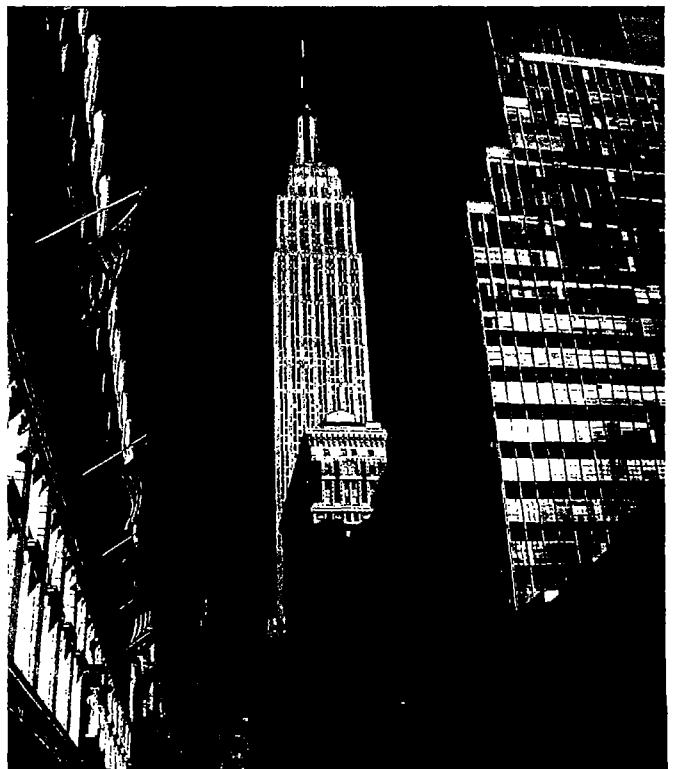
This study tour to New York City is a follow up on a study tour in 2005 focusing on performance management. Since then, a number of participants and project partners has asked for another tour to give further focus to performance management and how it should be approached, implemented, and managed.

We call this second study tour 'Performance management - implemented', since focus is not only on what performance management is, but also more in-depth exploring of how it should be implemented and run in practical. Thus, we will explore the processes used successfully in implementing the approach in public organizations at both management and employee level.

The target group is participants at the first tour wanting to go deeper into implementation aspects, as well as new participants. We have contracted the best of the speakers from the first tour, and included new speakers and organizations to visit.

Further, we have changed the working method of the study tour, so that we will have work shops with some of the best American experts in performance management. We will visit some of the most interesting organizations with the best results. We will work with cases and simulations on the implementation and use of performance management.

Our experience from the first study tour is that both politicians and top level management at national and local level, strategic personnel working with performance management as internal consultants, and centers will gain high value from the study tour.



## Who to be visited and studied

The aim of the study tour is to explore the value and the use of performance management in all of its aspects, including a central focus on the implementation processes by visiting:

- Federal and state governmental bodies and ministries in charge of performance management and its implementation
- New York City departments running performance management in practice, organizing strategically, contracting vendors, etc.
- Foundations, social projects and private vendors operating in results based contracts (we will visit a private vendor in qualification and outplacement of unemployed, a school and a youth development project, and a vendor in provision of shelters to homeless)
- Highly recognized and most prominent experts in the field

Cases are education policy, labour market policy, and social policy. The experience from the first study tour is that all participants gained extensive inspiration and value by visiting case projects outside their own field. This is due to the fact that we have identified high performing organizations demonstrating value and inspiration across sectors.

We wish to establish an active work shop approach and a close dialogue between the participants on the tour. Thus, the number of participants is limited to 30.



## Weekly itinerary: Draft

	Monday 19 March	Tuesday 20 March
	Topic: Introduction to performance management in the US: Approach, Regulation, Value	Case: Performance education sector
9.00 – 12.00	9.00 – 10.30 Introduction to study tour itinerary / <i>Ramboll Management</i>  10.30 – 12.30 The American approach to performance management – how it was implemented, and results achieved / <i>Ray Rist, World Bank (former responsible for implementing the GPRA law in the US)</i>	9 – 11.00 Management based contracts – theory of change / <i>Director of Evaluation, Edna McCorteen, and portfolio McCutchen, ECMF</i>  11.00 – 12.30 Quality through performance / <i>New York City Dept</i>
Lunch	Lunch 12.30 – 13.00	Lunch 12.30 – 13.00
13.00 – 17.00	13.00 – 14.30 How performance management and results based management directs government: The value of effect measurement in designing high-effect policy / <i>Congressional Budget Office, WDC</i>  14.30 – 16 Quality development through performance management – how to change the culture of an entire organisation, and create more value / <i>Anthony Alvarado, former head of NYC School District 2 and San Diego School Dep.</i> / <i>Diane Ravitch, New York University</i>	13.00 – 17.00 Visit children's Zone (funded) / <i>Meeting management employees in two sessions performance management approach to teaching work, how to organize, lessons learned</i>
Night	Dinner together	Free

# Performance management – implemented. Study tour to New York City, March 18 - 24 2007

Departure Sunday March 18 2007 Copenhagen – New York City (arrival Sunday afternoon).  
 Departure Saturday March 24 2007 NYC – Copenhagen (arrival Sunday morning).

	Wednesday 21 March	Thursday 22 March	Friday 23 March	Saturday 24 March
agement in	Case: Performance management in labour market sector	Case: Performance management in social sector	Topic: Outlook: The value of performance management	
rough per- and results value of the	9.00 – 10.30 Performance management driving better results in active labour market policies with JobStat, and managing private vendors with Vendor*Stat / Swati Desai and Ellen Howard-Cooper, NYC HR Dept.	9.00 – 10.30 Performance management and indicator systems as drivers for more effective interventions in social policy / Maryanne Schretzmann, NYC Department of Homeless Services	9 - 10.30 Performance management as a driver for more efficiency in public sector planning and spending / City of Baltimore	Free
David Hunt- rk Founda- ger Woody				
velopment agement Education	10.30 – 12.30 The strategic impact of performance management in labour market policy – what to aim for, how to get there, implementation and lessons learnt / Mark Hoover, former director of NYC HR Dept.	10.30 – 12.00 Implementing social policy interventions using performance management - incl. presentation of ChildStat and indicators used / Eric Nicklas, Office of Evaluation and Research, City Administration for Children's Services	10.30 – 12.00 Compstat, how performance management started, how it can drive value, where we are today, experiences learned, what to take account / NYU	
	Lunch 12.30 – 13.00	Lunch 12.00 – 12.30	Lunch 12.00 – 12.30	
arlem Chil- he EMCF) t and em- - impact of nt in their and social how to im- d, how to	13.00 – 15.30 Contracting as a private vendor – the value of performance management and what it takes to succeed / America Works – a private vendor providing qualification and placement of unemployed on performance contracts	12.30 – 16.00 Visit to a vendor in the field of homeless / Management and employees in two sessions - on value of performance management and results achieved, how to organize, how to implement, lessons learned, how to continue	12.30 – 14.00 Evaluation of tour: Applicability of American experiences into a Danish context. / Ramboll Management	Transportation to airport
	Dinner together	Free	Dinner together	

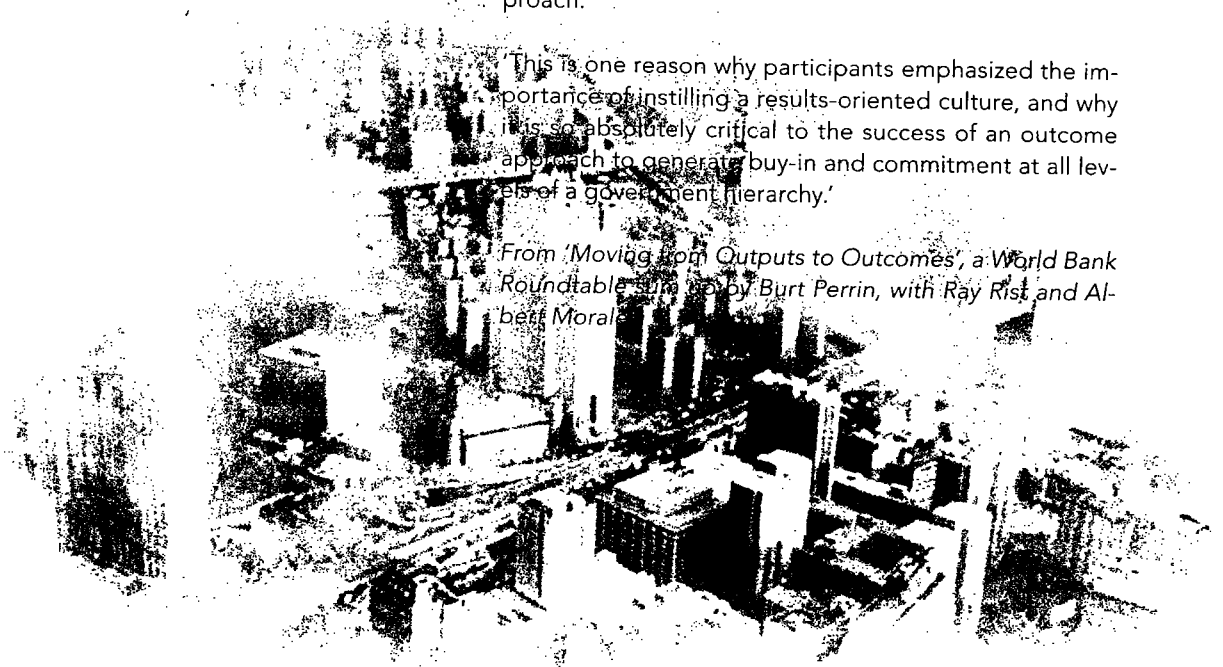


'All countries have emphasized that an outcome focus represents a fundamental change in the approach to thinking and managing within government. Indeed, it represents a shift in the entire orientation of public services - away from a primary preoccupation on inputs and activities to a focus on the benefits 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 Summary by Burt Perrin, with Ray Rist and Albert Morala*



The price of the study tour is 35,000 DKKR (approx. 4,600 Euro). The price covers costs for flight (from Denmark), hotel, lunch, 3 dinners, and programme.

Signing up for the study tour will be possible at our homepage [www.ramboll-management.dk](http://www.ramboll-management.dk) or by Charlotte Jørgensen at [cj@r-m.com](mailto:cj@r-m.com)

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Knowledge Creating Results---

