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Studietur om performance management til New York City

Rambøll Management arrangerer igen en studietur til New York City om performance management d. 30. marts – 5. april 2008.

Vi kalder turen Performance Management – managing for results, fordi turens tema er, hvordan man leder med fokus på resultater:

Dato 2. november 2007
Ref

- at sætte de ønskede resultater i centrum for organisationens virke og lede implementeringen heraf
- at ændre adfærd, holdninger og kultur i organisationen
- at drive forandring via resultatkontrakter med leverandører
- at lede på et højt informationsgrundlag via relevante indikatorer og IT-understøttelse i dataproduktion
- at sikre interventioner med evidens for virkning

Vi skal lære af de amerikanske erfaringer med offentlig sektor ledelse med fokus på resultater – at skabe 'social value' for borgerne. Og vi skal lære hvordan man etablerer og implementerer performance management – hvilke udfordringer der opstår og hvordan de skal håndteres - politisk, ledelse, styring, medarbejderinvolvering, leverandørkontraktstyring, organisation og IT-teknologi.

Målgruppen for studieturen 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 politikere, ledelse, medarbejdere og leverandører. Vi arbejder med cases i uddannelses-, beskæftigelses- og socialpolitik. Dette er emner, vi bl.a. går tæt på:



- Hvordan etablerer man en performance management model forankret organisatorisk, med effektiv knowledge management og IT-understøttelse?
- Hvordan stærk politisk ledelse kan sætte fokus på effekt
- Krav til topledelsen for at sikre fokus på effekt, ikke bare aktiviteter/output?
- Hvordan måler man effekt af en organisations eller et programs indsats, når andre forhold forstyrrer en årsag-virkning kæde?
- Hvilke typer af indikatorer kan anvendes til måling af effekt?
- Hvilke processer kan med fordel anvendes for at udvikle effektfokuserede tilgange, så de er meningsfulde og har opbakning i alle dele af organisationen?
- Hvordan skaber man medarbejderopbakning gennem involvering?
- Hvordan styrer man private leverandører med et effektfokus?
- Redskaber som score cards, resultatkontrakter, læringsmøder, bonus, sanktioner

Med hjælp fra tidligere deltagere har vi sammensat studieturens program, så vi tager det bedste fra de seneste ture, suppleret med nye stærke talere og organisationer, som vi har fået anbefalet fra gode eksperter, som vi stoler på. Temaer for alle talere og organisationer, der besøges, er afstemt med turens overordnede tema: Performance management – managing for results.

Prisen er 37.000 kr. eks. moms. Det afspejler omkostningerne ved rejse, ophold, fortæring, mødelokaler og oplægsholdere, idet Rambøll Management ikke skal lave overskud på turen. I vedlagte materiale kan du læse mere om studieturens program.

Tilmelding sker på: www.ramboll-management.com eller ved Charlotte Jørgensen på cj@r-m.com eller tlf. 8944 7835. Tilmelding senest torsdag d. 31. januar 2007 i den rækkefølge deltagere tilmelder sig.

Jeg håber at se dig på turen.

Med venlig hilsen



Nicolaj Ejler
Underdirektør

Information om pris og praktiske forhold

Side 3

PRIS

Pris for deltagelse i studieturen er kr. 37.000,- eks. moms.

Den oplyste pris inkluderer:

- Flyrejse på økonomiklasse København – New York City retur
- Transfer Newark lufthavn – hotel retur
- Hotelophold i enkeltværelse søndag-lørdag (morgenmad 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
- Lokaltransport udvalgte arrangementer

Den oplyste pris inkluderer ikke:

- Tilslutningsfly til og fra Kastrup
- Transport til og fra lufthavn i Danmark
- Private udgifter på hotel, fx telefon, minibar osv.
- Frokost søndag og lørdag, samt middag søndag, tirsdag og torsdag
- Lokaltransport dele af turen
- Erhvervsrejseforsikring og afbestillingsforsikring (tegnes af hver enkelt deltager)

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 **torsdag d. 31. januar 2008**. Vi anbefaler tidligere tilmelding, da deltagerantal er begrænset til 30.

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 (fly kan formentlig afbestilles en måned før afrejse, hotel kan formentlig afbestilles to måneder før afrejse).

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 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

30.3.08 kl. 12.20: SK909 København – New York City Newark (ank. 14.45)

5.4.08 kl. 17.30: SK910 New York City Newark – København (ank. 7.15 - søndag)

Information om hotel:**Millenium UN Plaza**

One United Nations Plaza
44th St. between First and Second Av.
New York, NY 10017

Tlf.: + 1 212 758 1234

Millenium UN Plaza er beliggende på Manhattan's East Side v. UN og nær Grand Central Station. Alle værelser m. aircondition, privat bad/toilet samt telefon, TV, radio, internetadgang, sikkerhedsboks, hårtørrer, strygejern og -bræt, minibar og kaffe/te-faciliteter. På hotellet findes desuden bar og restaurant, fitness center, indendørs swimming pool.

Programmet foregår delvist i mødelokaler på hotellets 28. etage m. vinduesudsigt over byen, og delvist ved besøg hos organisationer på Manhattan, i Harlem og Bronx.



Performance Management---

Study tour to New York City
March - April 2008

Knowledge Creating Results---

RAMBOLL
management

Performance Management - managing for results

Moving from outputs to outcomes

Performance management is an approach to public sector management focusing on moving from managing for outputs to managing for outcomes. This approach is emerging in Denmark to provide real-time evidence-based knowledge about short and long term effects of public interventions. Equally, data are also being used when prioritising how to allocate resources effectively and designing targeted policies and programmes.



Performance management in the US for 14 years

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 Federal ministries apply performance management into planning and budgeting as the basic model for managing toward strategic outcomes. The approach is adopted at all levels of government; federal level to state and city level.

Today, almost all public programming is organized around performance management and relies on results-based monitoring and evaluation systems. Contracts with service providers such as schools, job centers, social institutions etc. are results-based. Employees act to attain strategically determined outcomes. As an example: From

October 2007 New York City teacher bonus systems are linked to pupil performance in school tests.

Performance management the driving force for increasing value of public spending

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. Budgets are linked to theories of change, i.e. outputs and outcome. Performance is the driving force for prioritizing funding of organisational models, methods, institutions, and contracts with private vendors.

14 years with performance management has proven to create more value for money in public expenditure, as well as bettering its strategic identity of public institutions. Thus, per-

formance management highlights to an organisation what its core objectives are, and how every employee contributes to achieving these objectives. In this way, performance management is also an approach to inclusion of employees into strategic commitment to the organisation.

The study tour focuses on leadership and management

This study tour to New York City focuses on how to manage for results. That is the leadership and management decisions that are essential to make performance management effective:

- How to successfully design a performance management approach – the value of strong political will and high level management commitment
- How to establish knowledge management and IT support
- How to implement the model by ensuring buy-in and setting the agenda
- How to manage by results
 - *internally* creating results orientation among politicians and high level management teams, and
 - *externally* creating results orientation in local institutions and among service providers at all levels of the organisation; senior management, line managers, staff, and service providers using instruments such as; appraisals, learning sessions, performance contracting, bonuses, and sanctions
- How to drive a cultural change process



We have designed a programme including some of the very best American experts in performance management, and we visit leading public organisations and private / NGO service providers using performance management.

We visit ministries, city departments, institutions, and private / NGO vendors

The study tour will provide participants with in-depth learning and inspiration on how to apply performance management to build high performing, results focused organisations. We visit some of the best performing organisations:

- State government departments leading a performance management strategy
- New York City departments running performance management operationally
- Institutions and private / NGO vendors operating in results based contracts (we will visit vendors in education (school and youth development), labour (private employment company), social policy, homeless service, and jobs creation of ex-convicts)
- Highly recognized and most prominent experts in the field

It is our experience from previous study tours that a variety of groups gain high value and inspiration from taking part: politicians and senior management at national and local government level, strategic personnel working with performance management as internal consultants, as well as others working with performance management such as unions, knowledge centers, etc.

Also, it is our experience that all participants gain extensive value by visiting case projects outside their own field, because visiting high performing organisations provide inspiration no matter specific field.



Sunday 30 March	Monday 31 March Setting the stage	Tuesday 1 April PM in education sector
Leaving Copenhagen	Introduction to study tour / Ramboll Management	Leading by performance – setting the implementing success indicators of success a / Shelia Evans-Tranate Commissioner, Ne Dept. of Education
	Performance management – managing for results and what it takes / Ray Rist, world leading expert and designer of the US legislation (GPRM)	Managing for results behaviour among man, employees in schools / Stephanie Weaver, Ne Dept of Education
Lunch	Lunch	Lunch
Free	Performance management – achieving high value by ensuring high performing organisations David Hunter, one of the most experienced HRM experts in the US	Visit to Harlem Club TRUCE initiative Changing attitudes, behaviour, changing culture Management system at UCCZ
Night	Dinner together	Free

Performance management – managing for results Study tour to New York City, March 30 – April 5 2008

Departure Sunday March 30 2008 Copenhagen – NYC.

Departure Saturday April 5 2008 NYC – Copenhagen.

	Wednesday 2 April PM in labour market sector	Thursday 3 April PM in social policy	Friday 4 April Outlook: Value added	Saturday 5 April
Management and using experience Association State	Driving results with performance contracts backed by IT solutions / Mike Keating, CGI, Performance management IT solutions to the public sector (e.g. JobStat & Vendor*Stat)	Strategic impact of performance management in driving effective interventions / Commissioner Robert Hess and Deputy Commissioner Maryanne Schretzmann, NYC Department of Homeless Services	Performance management – reporting and communicating with the public for achieving success / Wilson Campbell, Government Accountability Standards Board	Free
Managing it and New York City	Visit to America Works, private employment company: Managing for results when dealing with vulnerable groups – informed by evidence data / Lee Bowes, America Works		Managing for results when funding projects/institutions: results or outcome by capacity building and performance reporting / Wbody McCutchen, portfolio manager, Edna McConnell Clark Foundation, one of America's high performing foundations in social policy	
	Lunch	Lunch	Lunch	
Zone: to be s	Visit to Center for Employment Opportunities (CEO) taking ex-prisoners to the workforce on the day of release Performance contracts and effective IT solutions driving operators to success by taking informed decisions on what works / Mindy Tarlow and employees at CEO	Visit to Help Bronx. A high performing operator in the field of homelessness Performance contracts and effective IT solutions driving operators to success by taking informed decisions on what works / Susan Cahill, Help Bronx	Evaluation of tour: Applicability of American experiences into a Danish context / Ramboll Management and participants	Transport 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 sum up by Burt Perrin, with Ray Rist and Albert Moral.

