

1. Record Nr.	UNINA9910791156403321
Autore	Poister Theodore H.
Titolo	Managing and measuring performance in public and nonprofit organizations : an integrated approach // Theodore H. Poister, Maria P. Aristigueta, Jeremy L. Hall
Pubbl/distr/stampa	San Francisco, California : , : Jossey-Bass, , 2015 ©2015
ISBN	1-118-95855-1 1-118-95856-X
Edizione	[2nd ed.]
Descrizione fisica	1 online resource (482 p.)
Classificazione	EDU011000
Disciplina	658.4/013
Soggetti	Organizational effectiveness - Measurement Organizational effectiveness - Management Nonprofit organizations Public administration
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Revised edition of Poister's Measuring performance in public and nonprofit organizations.
Nota di bibliografia	Includes bibliographical references at the end of each chapters and indexes.
Nota di contenuto	Cover; Title page; Copyright page; Contents; Dedication; Preface; Acknowledgments; PART ONE: Introduction to Performance Measurement; CHAPTER ONE: Introduction to Performance Measurement and Management; Public Management, Performance Management, and Accountability; Performance Measurement and Performance Management Defined; Public Management and Performance Management; Performance Management and Accountability; Performance Management Institutionalization; Benefits of Performance Management; Challenges of Performance Management; Distinguishing Performance Management from Its Cousins Outline of the Book References; CHAPTER TWO: Developing Effective Performance Management Systems; The Design and Implementation Process; Step One: Clarify the Purpose of the System; Step Two: Assess Organizational Readiness; Step Three: Identify External Stakeholders; Step Four: Organize the System Development Process; Step Five: Identify Key Purposes and Parameters for Initiating Performance

Management; Step Six: Define the Components for the Performance Management System, Performance Criteria, and Use; Step Seven: Define, Evaluate, and Select Indicators  
Step Eight: Develop Data Collection Procedures Step Nine: Specify System Design; Step Ten: Conduct a Pilot If Necessary; Step Eleven: Implement Full-Scale System; Step Twelve: Use, Modify, and Evaluate the System; Step Thirteen: Share the Results with Stakeholders; A Flexible Process; References; PART TWO: Methodological Elements of Performance Measurement; CHAPTER THREE: Developing a Performance Framework: Program Logic Models and Performance Measures; Program Logic; Program Logic Models; Outputs versus Outcomes; Diverse Logic Models; A Crisis Stabilization Unit  
A Vocational Rehabilitation Program State Highway Safety Program: A Supraprogram Logic Model; The Sexually Transmitted Disease Prevention System; Performance Measures; Output Measures; Efficiency and Productivity Measures; Service Quality Measures; Outcome Measures; Cost-Effectiveness Measures; Customer Satisfaction Measures; System Productivity Measures; Resource Measures; Workload Measures; External and Other Environmental Measures; Needs Indicators; Integrated Sets of Performance Measures; Teen Mother Parenting Education Program; Canadian Pension Plan Disability Program Developing Logic Models References; CHAPTER FOUR: Targeting Results: Clarifying Goals and Objectives; Mission, Goals, and Objectives; US Department of Health and Human Services; Goals, Objectives, and Program Logic; "SMART" Objectives; Performance Standards: Child Support Enforcement; Setting Targets; Service Standards; Programmatic versus Managerial Goals and Objectives; Public and Nonprofit Goal Structures; Goals, Objectives, and Measures; References; CHAPTER FIVE: Defining Performance Indicators; Operational Indicators; Raw Numbers; Averages; Percentages, Rates, and Ratios; Indexes  
Mixed Measures

---

Sommario/riassunto

"New edition of a classic guide to ensuring effective organizational performance Thoroughly revised and updated, the second edition of *Managing and Measuring Performance in Public and Nonprofit Organizations* is a comprehensive resource for designing and implementing effective performance management and measurement systems in public and nonprofit organizations. The ideas, tools, and processes in this vital resource are designed to help organizations develop measurement systems to support such effective management approaches as strategic management, results-based budgeting, performance management, process improvement, performance contracting, and much more. The book will help readers identify outcomes and other performance criteria to be measured, tie measures to goals and objectives, define and evaluate the worth of desired performance measures, and analyze, process, report, and utilize data effectively. Includes significant updates that offer a more integrated approach to performance management and measurement Offers a detailed framework and instructions for developing and implementing performance management systems Shows how to apply the most effective performance management principles Reveals how to overcome the barriers to effective performance management *Managing and Measuring Performance in Public and Nonprofit Organizations* identifies common methodological and managerial problems that often confront managers in developing performance measurement systems, and presents a number of targeted strategies for the successful implementation of such systems in public and nonprofit organizations. This must-have resource will help leaders reach their organizational goals and objectives"--

---

