



Managing State Body & Agency Performance

Achieving OECD & Task Force
Performance Improvement
Recommendations

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INTRODUCTION

Ever since the Strategic Management Initiative and Delivering Better Government were launched in the mid-1990s, public service reform has been at the forefront of Government thinking. The concept of 'performance' has been a central and recurring theme, whether in the context of the Public Service Management Act, pay benchmarking, 'integrated PMDS' or the Civil Service Regulation (Amendment) Act.

More recently, the OECD's review and evaluation of the Irish public service has highlighted, amongst other things, requirements to:

(i) 'Improve governance and performance dialogue' between Government Departments and Bodies/Agencies, such that relevant parties are jointly accountable for the achievement of agreed targets

and

(ii) 'Move towards a performance focus' which shifts from inputs and processes to concentrate on broader public service outputs, outcomes and overarching objectives.

To date, Irish civil and public servants have generally lacked an integrated or agreed framework for managing the performance of Bodies/Agencies or other third party service providers. More particularly, 'information asymmetries' have meant that it has been difficult to identify performance indicators or the metrics which are necessary to ensure the effective management of third party organisations. Obvious questions therefore arise in areas relating to governance, funding, value for money and service to citizens.

With this in mind, we have developed a specialised programme to address these areas. Based on a model which has been developed and implemented with one major Government Department and 7 separate Bodies/Agencies, this programme has been designed to offer a practical framework for improving performance and meeting agreed outcomes.

What will I get from this programme?

This practically based programme will provide participants with an understanding of the increasing focus on performance and its criticality within an Irish public service context. Particular emphasis is placed on strategic planning and the development of performance indicators for third party Bodies, Agencies or external service providers.

Participants will be introduced to a tested framework and will learn how to develop 'performance contracts' and 'service level agreements' which will ensure that performance goals and targets are achieved. Important governance requirements will be identified and the mutual obligations of all parties will be clarified. Key insights into leadership and autonomy requirements, (reflecting different stages of the principal-agent relationship), will also be developed.

Once fundamental principles and performance contract requirements are understood, participants will meet senior public service guest speakers who will relay their own experiences, lessons learned and 'recipes for success'. The programme will conclude with a practical module on implementation planning which will consider the variables which can support or impede success in different organisations.



Who is this programme for?

This programme has been designed for all those who are responsible for managing the performance of Government Bodies, Agencies or other third party service providers. These will include senior civil servants (typically senior managers in Government Departments) as well as senior managers and leaders within State Bodies and Agencies.

Participants will benefit from the different insights and perspectives offered by fellow participants, together with the experience of guest speakers representing Government Departments, Bodies, Agencies and other third party organisations.

"We recommend that the OECD proposal for a new "performance dialogue" between Departments and agencies [and State-sponsored bodies] be given effect by introducing new governance and performance frameworks which clarify the expected achievements of agencies and the framework within which performance targets and resources will be agreed with parent Departments."

'Report of the Task Force on the Public Service',
published by the Department of the Taoiseach

FACULTY

Peter Ryan is Programme Director.

Peter Ryan, BA, MSocSc, MBA, is a Director of RA Consulting and is a specialist strategy and performance improvement consultant. He works with organisations in the design, implementation and delivery of change management, organisation design and strategy solutions. He has developed and customised strategically integrated organisational and individual performance management systems, metrics, and associated support structures.

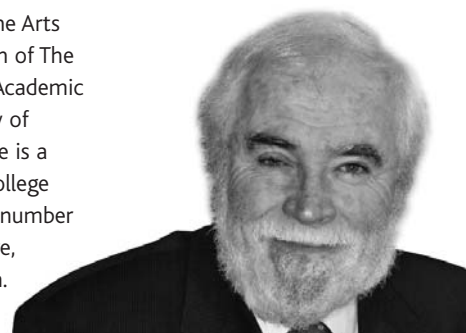
His industry and consulting experience has been gained across a wide array of sectors which range from pharmaceutical to financial services and from dairy and food processing to the security industry. Peter also works extensively with many public service organisations. Prior to working as a consultant with Ernst & Young and RA Consulting, he was employed with Elan Corporation plc, IBEC and Securicor Ireland Ltd.



Pierce H Kent, BBS MA FCA

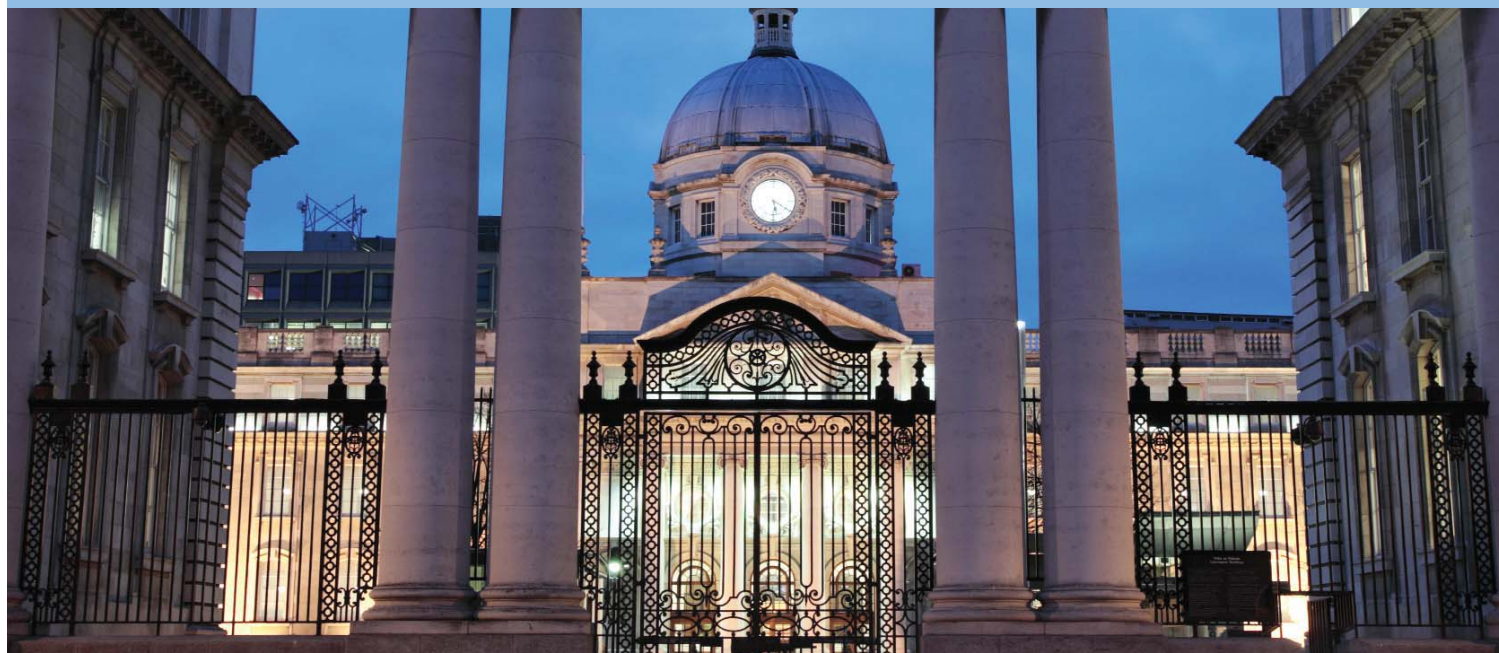
Pierce is a Senior Fellow with the Master in Accounting Programme at UCD Michael Smurfit Graduate Business School, where his specialist subject is 'Auditing'. He also teaches on the Diploma in Corporate Governance and is a regular contributor to courses run by the Centre for Corporate Governance at UCD. Pierce qualified as a Chartered Accountant with Coopers & Lybrand, now PricewaterhouseCoopers and is a former President of the Institute of Chartered Accountants in Ireland and a founder member of the Chartered Accountants Joint Ethics Committee. He has chaired the ICAI Ethics Committee, been a member of their Disciplinary Tribunal, represented Ireland on the International Federation of Accountants (IFAC)

Ethics Committee and chaired the IFAC "Ethical Standards for Employed Professional Accountants" Committee. Other positions held include Chairman of the Consultative Committee of Accountancy Bodies in Ireland and member of the Government Commission on the Private Rented Sector. Pierce currently acts as external Chairman for the Arts Council's Appeals Committee, is Chairman of The Institute of Certified Public Accountants Academic Advisory Board and serves on The Society of Actuaries Disciplinary Appeal Board. Pierce is a founder proprietary director of Griffith College Dublin and a non-executive director of a number of Irish companies involved in Health Care, Derivative Trading, Training and Education.



Guest Speakers

On the basis of their expert insights and lessons learned, experienced guest speakers will offer key insights into the issues, challenges and 'critical success factors' which should be addressed when working to deliver organisational performance improvement. Our distinguished panel includes former Secretaries General, Chairpersons and CEOs from a range of public and private sector organisations - all of whom have been instrumental in successfully delivering transformative organisational change.



PROGRAMME CONTENT

The programme consists of eight modules which are delivered over three days.

The modules are as follows:

1. The Performance Imperative

- Statutory mandates and legislative requirements
- Public service and the contract with citizens
- Government budgets, funding and value for money (VFM)
- Output statements and Public Account Committee (PAC) expectations
- Public service pay and return on investment
- SMI/DGB and relevant OECD/Task Force recommendations

2. Strategy & Performance Management

- Effective strategic and business planning
- Defining and understanding inputs, outputs and outcomes
- Government and Agency/Body collaboration in pursuit of outcomes
- Identifying robust and specific key performance indicators (KPIs)
- Strategic integration, objectives, KPIs and performance measurement
- Performance contracts and service level agreements (SLAs)

3. Governance & Compliance

- Governance in a public service context
- Corporate governance best practice standards – the Combined Code and Code of Practice for the Governance of State Bodies compared
- Unique governance aspects of state boards
- Government departments and state boards
- Public Accounts Committee (PAC), Oireachtas committees and state boards
- Appointing directors to state boards
- Worker directors and representative directors
- Directors' duties
- Handling conflicts of interest
- Confidentiality

4. Performance Goals, Objectives & Key Performance Indicators (KPIs)

- Examples and methodologies employed
- Development of performance objectives and Key Performance Indicators (KPIs)
- Coursework: Practical KPI development with participant teams

5. Performance Contracts & Service Level Agreements

- Using Performance Contracts (PCs) and Service Level Agreements (SLAs) to manage the performance of Government Bodies and Agencies
- 'Principal' and 'Agent' relationships
- Information asymmetries and 'tied' relationships
- Knowledge sharing and partnership requirements

6. Leadership, Autonomy & Responsibility Requirements

- Theory and principles of effective third party leadership
- Autonomy and responsibility: engendering trust and reducing controls
- Performance evaluation, reporting and self-appraisal

7. Performance Contract Case Studies & Lessons Learned

- Implementing Performance Contracts and Service Level Agreements
- Case Examples: 'Principal' and 'Agency' perspectives (guest speakers)
- Emerging critical success factors
- Communication, leadership and relationship requirements
- Continuity and ongoing management of performance
- Relationship challenges and handover requirements
- Information asymmetries revisited

8. Implementation Planning

- Agreeing performance priorities and supporting requirements
- Linkages with CEOs' contingent pay (bonuses)
- Board level commitment, sign-off and performance monitoring
- Performance evaluations and reporting

"Every public body will set out clear and unambiguous long, medium and short term strategic priorities. . . Annual reports of Departments and Agencies will include output statements and audited financial accounts."

Programme for Government, 2011 to 2016

PROGRAMME DETAILS

Schedule

The programme is delivered over three days (one day a week for three weeks) in the Executive Education Centre, UCD Michael Smurfit Graduate Business School. The timetable is 09.30 to 17.00 each day.

Fees

The programme fee is €1,995 and includes all tuition, course materials, refreshments and lunch.

For Bookings

To reserve your place, please complete the attached booking form or book online at www.ExecEducation.eu

For further information, please contact

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