

# THE IRON CAGE RECREATED

## The Performance Management of State Organisations in New Zealand

Edited by Derek Gill

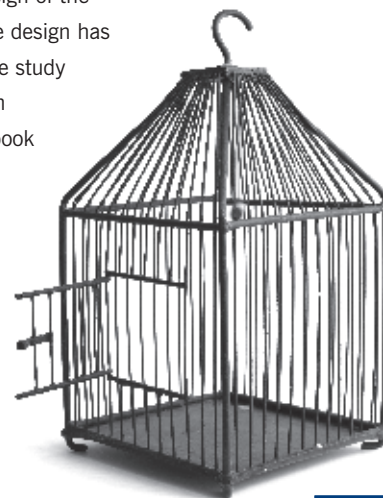
New Zealand's public sector pioneered the development of comprehensive and rigorous systems for planning, managing and reporting government performance in the 1990s. Among the major innovations was bringing together financial and non-financial performance information. While effective financial reporting was established by the early 1990s, after twenty years, non-financial performance information was assessed by a former Controller and Auditor General to be uneven at best and 'crap' at worst.

The system for managing public organisations is widely seen as a relic from the 1990s that is past its 'use by' date. In recent years – like the proverbial New Zealand bach – there have been a number of features 'tacked on' while little has been removed.

This book reports on the results of a three-year research project on the use of performance information in

the state sector. It examines the formal design of the performance management system, how the design has evolved over time and uses survey and case study evidence to show how the system has been applied in state sector organisations. The book concludes with proposals for achieving a step change in public management in New Zealand. This will require building more shared understanding about performance improvement among citizens and civil society groups as well as Ministers, managers and staff in public agencies.

The book will be available in February 2010. More details on the project are available on [http://ips.ac.nz/events/Ongoing\\_research/M4P/index.html](http://ips.ac.nz/events/Ongoing_research/M4P/index.html)



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## Foreword – Jonathan Boston

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2. Issues from the Literature – *Derek Gill and Tyson Schmidt*

## Part 2: The Formal New Zealand System for Performance Management and Performance Measurement

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3. The Design of the Formal System – *Susan Hitchiner and Derek Gill*
4. The Evolution of the Formal System – *Susan Hitchiner and Derek Gill*
5. The Formal System: Themes and Conclusions – *Susan Hitchiner and Derek Gill*

## Part 3: The Performance Management System in Use: Research Findings

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11. Case Study 5: Ministry of Women’s Affairs – *Lynley Hutton*
12. Case Study 6: Land Transport Safety – *Rob Laking*
13. Case Study 7: Justice: Effective Interventions – *Derek Gill*
14. Working across Organisational Boundaries: Network policy making in the transport and justice sectors – *Rob Laking*
15. Survey Results – *Derek Gill, Rob Laking, and Lucas Kengmana*

## Part 4: Performance Management and Performance Measurement in New Zealand: What is to be Done?

Introduction to Part 4 – *Derek Gill*

16. Performance Management: Conclusions from the Research – *Rob Laking*
17. Comparative Perspectives on Performance Management – *Bill Ryan*
18. Directions for Reform – *Derek Gill and Susan Hitchiner*

References