

# Index

- Accrual accounting
  - converting from cash
    - accounting to, 100–101, 155–156
- Balanced Scorecard, 34–38, 40–42, 118–121
  - used in conjunction with the Public Service Value Model, 40–41, 118–121
- Balancing capital and revenue expenditures, 96–98
- Behn, Robert, 47
- Beveridge, Sir William, 22
- "Bottom line"
  - and measuring public service value, 45–46, 52
- Breakthrough Collaborative, 70
- British livestock industry
  - and effects of BSE and FMD on public value concepts, 10–13
- Brodsky, Kate, 117–118
- Brown, Adalsteinn, 83–84, 87, 94
- Budget airlines
  - and innovation to improve performance, 137
- Call centers
  - and value mismeasurement issues, 50
- Canada
  - and exceptional customer service, 15
  - and innovation in performance management, 26–27
  - Ontario Ministry of Health, 58, 83–89
- Capital charge
  - and calculating cost-effectiveness, 99–100, 154
- Catlett, Mark, 10, 32–33
- Chaplin, George, 46–47
- Citizen priorities, 71–72
- Competition
  - in the public sector, 15–18, 135–136
- CompStat, 114–116
  - and driving results, 114–116
- Congestion charging
  - and innovation to improve performance, 138–139
- Core functions or capabilities
  - and Public Service Value Model, 67–70
- Cost-effectiveness
  - and accounting for off balance sheet activity, 101, 156–157
  - and adjusting for variances to the population level, 157–158
  - and calculating the capital charge, 99–100, 154
  - calculation of, 98–99
  - and converting cash accounting to accrual accounting, 100–101, 155–156
  - determination of, 95–96
  - and determining inflation rates, 100, 154–155
  - versus outcomes, 2–5, 7, 11, 64, 95–96, 112, 118–121
  - and return on capital employed, 95
- Cost-effectiveness score, 151–158, 165

- Creativity  
  fostering, 139–142  
  in the public sector, 133–142
- Creutzfeldt-Jakob disease  
  and bovine spongiform  
  encephalopathy, 11
- Customer service  
  and improving performance  
  gaps in the public sector,  
  13–15  
  and public value  
  mismeasurement issues,  
  50–51  
  and value, 4, 13–15, 50–51
- Data collection  
  and gaining allies for analyses,  
  92  
  and Public Service Value  
  analysis, 85–92
- Data normalization, 94, 150
- Data standardization, 93, 148–149
- Defining value, 61–82
- Eckert, John, 70
- Eggers, William, 51
- Experimentation  
  in the public sector, 138–142
- Feasibility filter, 76, 147–148
- Filtering metrics, 75–79, 147–148  
  and value measurement, 79,  
  147–148
- Finland  
  and measuring shared  
  outcomes, 54–56
- Fiscal crunch  
  and aging of the population, 7–8
- Fleming, Henry, 47–48
- Focusing on outcomes, 19–42,  
  57–58, 66
- resistance to, 57–58
- Foot and mouth disease  
  and effect on value concept of  
  British livestock industry,  
  12–13  
  and lessons learned from BSE  
  crisis, 12–13
- France  
  and framework for financial  
  legislation, 28
- Fritzen, Scott, 27
- Gaebler, Ted, 30–31
- Garbage collection  
  and privatization, 16
- Germany  
  LVA Hannover, 111–113  
  and performance managements  
  objectives, 28–29  
  and value drivers, 111–113
- Goldsmith, Stephen, 51
- Government organizations  
  and the Balanced Scorecard,  
  35–38, 118–121  
  competition in, 15–18, 135–136  
  and legislating accountability,  
  30–32  
  and value, 1–18
- Government Performance and  
  Results Act, 31–34
- GPRA. *See* Government  
  Performance and Results Act.
- Hibbs, Elliott, xviii, 1–2
- High-performance organizations  
  versus low-performance  
  organizations, 3, 64
- Howard, Mark, 44–45
- Hurricane Katrina  
  and value concepts, 10
- Hutchinson, Peter, 8–9

- Inflation
  - and cost-effectiveness, 100, 154–155
- Information technology
  - and data collection for Public Service Value analysis, 85–92
  - and measuring public value, 47–49
  - and service options in the public sector, 15
  - upgrades and effect on performance, 30
- Innovation
  - as a driver of improved performance, 133–142
- Inputs
  - and outcomes, 20–21
- Intelligence agencies
  - and value drivers, 118–121
- Intentions filter, 76, 147
- Investments
  - and Public Service Value analysis, 96–98
- Japan
  - and Government Policy Evaluations Act, 27–28
- Kaplan, Robert S., 34, 38
- Kelman, Steve, xvii, 25
- Labor
  - valuing, 122–125
- Livingstone, Ken, 138–139
- Logic models, 38–40
- Mad cow disease
  - and effect on value concept of British livestock industry, 10–13
- McClure, David, 47
- McTigue, Maurice, 17, 33
- Metrics
  - tracking of, 85–90
- Metrics score, 152
- Miller, Ken, 30
- Mission statements
  - and Public Service Value Model, 67–70
- Moore, Mark, 37
- National crises
  - and value concepts, 10–13
- National Partnership for Reinventing Government, 30–31
- Net Economic Value Model, 27
- NEV. *See* Net Economic Value Model.
- New York City
  - and improving performance gaps in the public sector, 13–14
- New Zealand
  - and privatization, 17–18
- Norton, David P., 34, 38
- Office for Public Management, 139–140
- Organization for Economic Cooperation and Development, 125–126, 133–134
- Osborne, David, 8–9, 30–31
- Outcome filter
  - of the Public Service Value Model, 69, 146–147
- Outcome models
  - for public service organizations, 69–71
- Outcome score, 148–151, 164–165

- Outcomes  
 as an engine of change, 134–135  
 and applying private sector techniques in the public sector, 34–38  
 and the Balanced Scorecard, 34–38, 118–121  
 clarity on, 21–25  
 versus cost-effectiveness, 2–5, 7, 11, 64, 95–96, 112, 118–121  
 detailed analysis of, 94–95  
 as drivers of strategic planning, 117–118  
 focusing on, 19–42, 57–58, 66  
 and lack of trust in government agencies, 33–34  
 versus outputs, 20–21  
 and public schools, 81–82  
 and Public Service Value Model, 65–66  
 and service levels, 80  
 shared, 52–56  
 validating, 146–147  
 weighting, 73–75, 146–147
- PART. *See* Program Assessment and Rating Tool.
- Performance  
 and evaluating Public Service Value, 83–109  
 in the public sector, 1–18
- Performance gaps  
 in the public sector, 13–14
- Performance management, 19–42
- PMA. *See* President's Management Agenda.
- Pochop, Laura, 70
- Poister, Theodore, 20
- Police performance  
 improvements in, 56–57
- Politicians  
 and delivering value, 7, 52–53
- President's Management Agenda, 31–32
- Privatization, 16–18  
 and garbage collection, 16
- Processes  
 and outcomes, 20–21
- Program Assessment and Rating Tool, 31–32
- Public-private networks  
 and value measurement, 51
- Public schools  
 outcomes in, 81–82
- Public sector  
 competition in, 15–18, 135–136  
 value in, 1–18
- Public service  
 defined, 6
- Public service agreements  
 in the United Kingdom, 25
- Public service organizations  
 outcome models for, 69–71  
 and technology-driven service options, 15  
 and weighing outcomes, 50
- Public Service Value  
 difficulties measuring, 43–59
- Public Service Value analysis, 83–109  
 and adjusting data, 93–94  
 and balancing capital and revenue expenditures, 96–98  
 and data collection, 85–92  
 displaying results of, 102, 104  
 and interpretation of results, 104–106  
 and investments, 96–98  
 and performance relative to the average, 106–107, 164

- and tracking metrics, 85–90
- and using results to improve performance, 111–131
- Public Service Value compass, 104–106
- Public Service Value Model, 2–5, 40–42, 46–59
  - and balancing trade-offs, 116–117
  - benefits and limitations of, 107–109
  - building blocks of, 66–69, 144–145
  - and core functions or capabilities, 67–70
  - and creating the performance matrix, 158–164
  - and defining outcomes and metrics, 144–148
  - and defining value, 61–82
  - and evaluating performance, 83–109
  - and filtering metrics, 75–79, 147–148
  - and mission, 67–70
  - outcome filter of, 69, 146–147
  - and outcomes versus cost-effectiveness, 1–5, 7, 11, 64, 95–96, 112, 118–121
  - and stakeholders' expectations, 67–70, 74
  - used in conjunction with the Balanced Scorecard, 40–41, 118–121
  - work plan of, 143–167
- Public Service Value national study, 130–131
- Public Service Value performance matrix, 102–104
- Public value
  - measuring, 43–59
  - and mismeasurement issues, 49–51
- Return on capital employed
  - and cost-effectiveness, 95
- Revenue agencies
  - and value mismeasurement issues, 50–51
- Riedl, Brian, 7, 46
- ROCE. *See* Return on capital employed.
- Safe Space, 77, 79
- Service levels
  - and outcomes, 80
- Shared outcomes
  - measuring, 52–56
- Shareholder Value Analysis, 5
- Singapore
  - and Net Economic Value Model, 27
- Smith, Dennis, 77
- Spain
  - Instituto Nacional de la Seguridad Social, 14, 43–44, 80
  - and measuring public service value, 43–44
- Stakeholders
  - and Public Service Value Model, 67–70
- Stark, Ken, 91–92
- Strategy maps, 38–40
- Sutton, Charles, 90
- United Kingdom
  - City of London Police, 93
  - Department for Education and Skills, 81
  - Greater Manchester Police, 56–57

- United Kingdom (*continued*)  
and innovation to improve performance, 134  
management of cattle crises, 10–13  
London Metropolitan Police, 134  
and measuring value added, 61–62  
and performance management, 25  
and public service agreements, 25
- United States  
accountability legislation, 29–34  
City of New York “311” service, 13–14  
Coral Springs, Florida, annual citizen survey, 71–72  
State of Arizona Department of Revenue, 1–2, 4–5, 73–74, 77–78, 85  
State of Indiana Department of Revenue, 14, 70  
State of Texas Medicaid and Healthcare Partnership, 62–63, 68–69, 74–75, 117–118
- State of Washington Auditors Office, 23–24  
Division of Alcohol and Substance Abuse, 91–92
- Value  
and customer service, 4, 13–15, 50–51  
defining, 61–82  
in the public sector, 1–18
- Value drivers, 111–131  
and comparative learning, 125–130  
identification of, 113–114  
and intelligence agencies, 118–121
- Value squeeze  
and the public sector, 1–18
- Valuing labor, 122–125
- Vuorio, Jorma, 55–56
- Watmore, Ian, 6, 61, 62
- Webber, Alan, 15, 19
- Weighting outcomes, 73–75, 146–147
- Wilson, Jessica, 81–82