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How Can We Improve Government Performance?

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How Can We Improve Government Performance?

Implementation Context and Key Factors Affecting Performance Outcomes

Drawing upon my empirical research and the public administration literature, I illustrate the key factors that affect government performance taking into account the implementation context. **Three key implications of this analysis are:**

1. Management quality is often a critical factor affecting performance outcomes.
2. Providing additional resources will not improve performance without good management.
3. Often the nature of the problem and/or political conditions prevent government agencies from achieving desired outcomes.

Policy Implementation Model

Performance Outcomes =

Statutory Structure:

Policy Design and Resource Level

+

Non-Statutory Factors:

Political Conditions and Implementer Characteristics (e.g., Management Quality & Policy Disposition)

+

Problem Tractability:

Problem Severity, Nature, and Scope

Source: Implementation and Public Policy
by Richard A. Mazmanian and Paul A. Sabatier, 1989

		<u>Political Conflict</u>	
		Low	High
<u>Task Difficulty</u>	Low	<u>Administrative Implementation</u> Key Performance Factors = Management Quality & Resources	<u>Political Implementation:</u> Key Performance Factors = Political Conditions, Management Quality, & Resources
	High	<u>Experimental Implementation</u> Key Performance Factors = Problem Nature & Resources	<u>Symbolic Implementation</u> Key Performance Factors = Political Conditions, Problem Nature, & Resources

Adapted from: Matland, R. E (1989) Synthesizing the Implementation Literature: The Ambiguity-Conflict Model of Policy Implementation. *Journal of Public Administration Research and Theory*, 5(2), 145-174.

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