



R.A. CONSULTING
PERFORMANCE & HR CONSULTANTS

Managing EU & UN Agency Performance

Enhancing the Performance
& Effectiveness of Public
Organisations &
International Institutions



INTRODUCTION

This practically based programme provides an in-depth understanding of the increasing focus on performance and its criticality within a public service context. It places a particular emphasis on the development of KPIs and 'performance contracts' for use in managing EU & UN Agencies.

Now more than ever, international institutions such as the EU, UN, Council of Europe, NATO, Eurocontrol, etc. are required to enhance the performance of their Agencies and other Public Bodies which operate under their aegis. Agency Directors/Secretaries General/CEOs share the same objective and must achieve greater efficiency and value for money in the provision of services.

Citizens' service delivery expectations have also increased, both as beneficiaries and as taxpayers or funding providers. Those responsible for the executive and non-executive management of EU/UN Bodies and Agencies are therefore under greater pressure to improve organisational performance and achieve ongoing efficiency enhancements.

It is in this context that service delivery reform is seen as an imperative both for developing and developed economies. The OECD has also emphasised the need for:

- (i) An 'improved governance and performance dialogue' between Principals and relevant Bodies/Agencies, and
- (ii) A 'performance focus' which shifts from inputs and processes to concentrate on broader public service outputs, outcomes and overarching objectives

To date, many governments, cross-border institutions and agency bosses have lacked an integrated or agreed framework for managing the performance of Agencies, Bodies or other third party service providers. More particularly 'information asymmetries' mean that it is often difficult to identify performance indicators or the metrics which are necessary to ensure effective management of such organisations. Obvious questions therefore arise in areas relating to governance, funding, value-for money and service provision.

Based on a model which has been successfully implemented with a national government and a multitude of distinct State Agencies, we have developed a customised programme which addresses these and related challenges. Running since 2009, this programme provides a practical framework for enhancing performance and meeting agreed outcomes.

Key issues which are addressed include:

The Performance Imperative:

From agency mandates and contracts with customers/citizens to annual budgets and return on investment.

Strategy & Performance Management:

From inputs, outputs and outcomes to the identification of robust and specific metrics/key performance indicators (KPIs).

Performance Goals, Objectives & KPIs:

From examples and methodologies to the development of objectives and KPIs with participant teams.

Performance Contracts & Service Level Agreements:

Development and use of 'performance contracts' to manage Bodies/Agencies. Principal/Agent relationships, information asymmetries and knowledge sharing.

Implementation Planning:

From performance prioritisation to Board level commitment & Directors'/ Secretaries General/CEOs' contingent pay.

"The need to enhance approaches to resource management and allocation is especially important in a potentially tighter fiscal environment. Enhanced performance measurement mechanisms can only reach their full potential when they are utilised by decision-makers at political and senior administrative levels for resource allocation purposes within and among programmes"

- Organisation for Economic Cooperation & Development (OECD)

What will I get from this programme?

Upon completion of this practically based programme, participants will be equipped with the skills and insights necessary to successfully draft, develop and implement Performance Contracts and Service Level Agreements (SLAs).

Whether they act as 'Principals' or 'Agents', participants will learn to:

- Identify the critical success factors necessary to promote and enhance return on investment in a public service context
- Select and agree robust performance goals, objectives and KPIs
- Determine the strategic priorities necessary to evaluate and improve organisational effectiveness
- Minimise relationship challenges and collaborate in the promotion of organisational change
- Implement and manage Performance Contracts and Service Level Agreements
- Ensure that goals, targets and performance improvement objectives are achieved
- Deliver upon the public service reform agenda

Who is this programme for?

Designed for all those who are responsible for managing the performance of EU, UN or similar Bodies/International Agencies. These will include senior officials within the EU and UN, as well as senior managers and leaders within the relevant Bodies and International Agencies.

Workshop level

Senior and top managers

Strategic business leaders and decision makers who are responsible for the formulation of strategy and who lead organisations at regional, national and international levels.

Upper-mid managers

Senior executives who are responsible for, or participate in, the formulation of strategy and who lead strategy execution (typically with more than 8 years' experience in this or a similar role).



“Developing meaningful outcome measures and indicators of performance is a challenge for all. Performance measures and initiatives need to be better aligned with overarching outcomes and high-level societal goals to understand the benefits of the Public Service”

- Organisation for Economic Cooperation & Development (OECD)

PROGRAMME CONTENT

The programme consists of 7 modules which are delivered over 3 days.

1. The Performance Imperative

- Statutory mandates and legislative requirements
- Public service and the contract with citizens
- Budgets, funding and value for money
- Output requirements, Rol and finance committee expectations
- Public service pay and return on investment

2. Strategy & Performance Management

- Effective strategic and business planning
- Defining and understanding inputs, outputs and outcomes
- 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. Performance Goals, Objectives & KPIs

- Examples and methodologies employed
- Development of performance objectives and KPIs
- Coursework: Development of practical objectives, metrics and KPIs

4. Performance Contracts & Service Level Agreements

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

5. Emerging Best Practice

- Best practice and lessons learned
- OECD thinking and emerging best practice
- Links to corporate governance and compliance
- Emerging critical success factors



6. Leadership, Autonomy & Responsibility

- Theory and principles of effective third party leadership
- Communication and relationship requirements/handover arrangements
- Autonomy and responsibility: engendering trust and reducing controls
- Performance evaluation, reporting and self-appraisal
- Information asymmetries revisited

7. Implementation Planning

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

PROGRAMME DIRECTOR

Peter Ryan is Programme Director.

Peter Ryan (B.A., M.Soc.Sc., M.B.A.) 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 media/entertainment to the food processing industry. Peter also works extensively with many government and public service organisations. Prior to working as a consultant with Ernst & Young and RA Consulting, he was employed by various blue chip multinational organisations.

APPLICATION DETAILS

Programme Fee

The programme fee is €2,950 and includes all tuition, course materials, refreshments and lunch.

The programme is delivered over 3 days in Brussels.

This programme is delivered in English.

For further information, please contact RA Consulting Executive Education at:

Enquiries@ExecEducation.eu

www.ExecEducation.eu