



Quản Lý Công

Bài 6: Quản lý Kết quả Công việc

Nội dung

Vì sao phải quản lý
kết quả công việc

Quản lý kết quả
công việc như thế
nào

Thảo luận: “Đề án
30: cuộc cách
mạng nền quản trị
Việt Nam”

Vì sao phải quản lý kết quả công việc khu vực công

Khái niệm

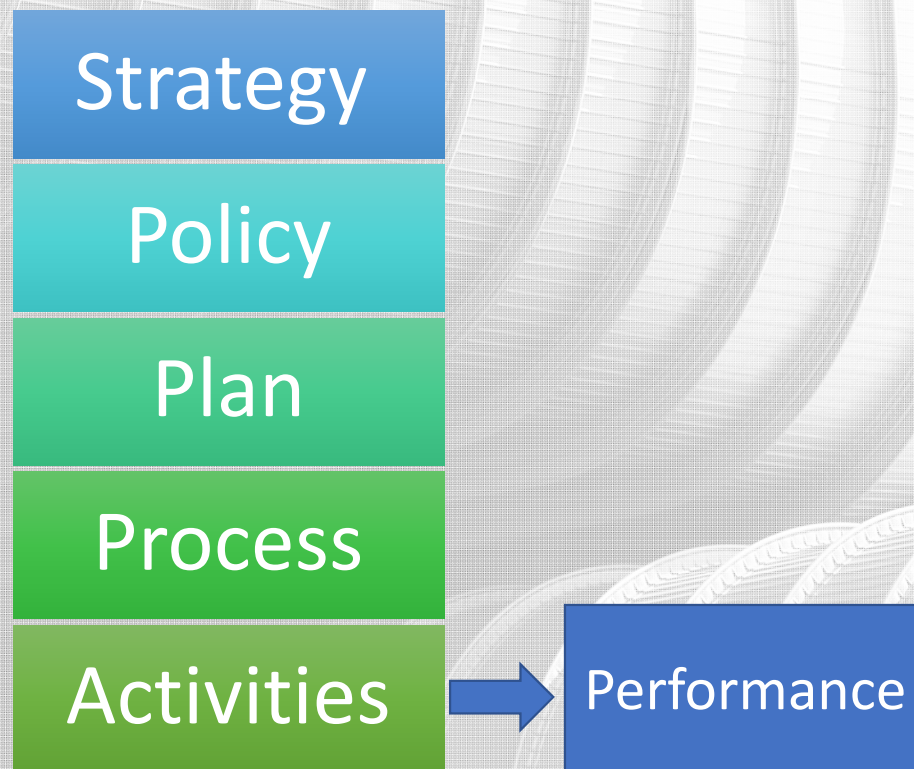
Vai trò quản
lý kết quả

Thách thức

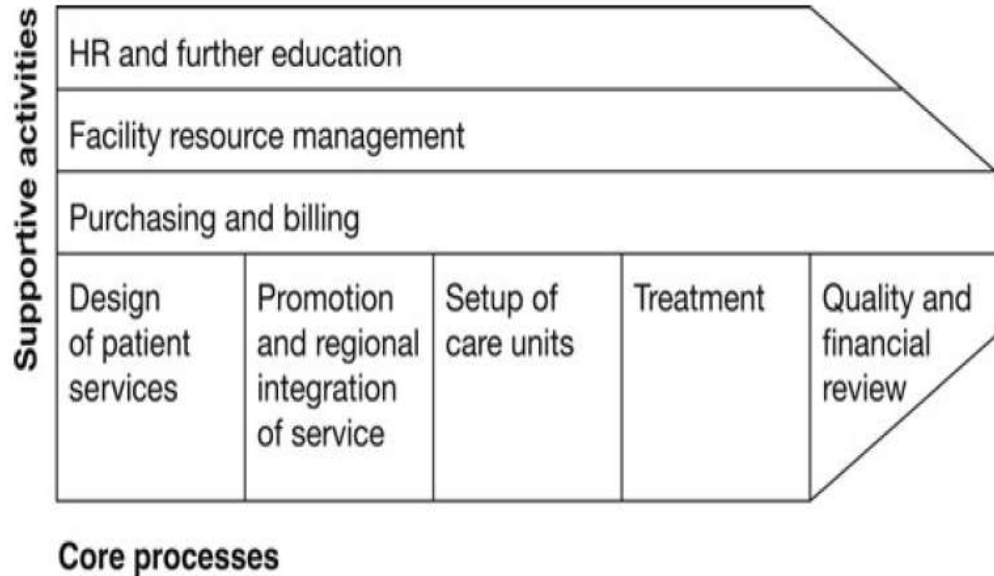
Quản lý kết quả công việc (performance management) là gì

- Performance management can be broadly defined as ‘acting upon performance information’. (B&L)
- Performance information:
 - to find out what works and why (not): *learning* > future
 - the steering and control function: *monitoring* > present
 - to give an account: *accountability* > past

Vai trò của quản lý kết quả công việc



Quy trình và quản lý kết quả



production processes (e.g. a tax return)

decision-making processes (e.g. a planning application)

[Figure 13.2](#) Value chain of a hospital.

Source: Adapted from Porter (1985)

Vì sao phải quản lý kết quả khu vực công

- PM: 1960s: áp dụng phương thức quản lý tư nhân vào khu vực công
- Planning, Programming and Budgeting System (PPBS), management by objectives (MBO)
- NPM (1980s): giảm quy mô chính phủ, giảm ngân sách > tăng hiệu quả > đo lường kết quả > công cụ quản lý
- OECD: performance as a driver for reform
- Decline in trust of public institutions: performance measurement > indicators of quality of life, whole of government, trust, and quality of governance

Quản lý kết quả: quá trình phát triển

Public Administration

- performance administration (classical Weberian bureaucracy)
- Focus on rules and

(New) public Management

- fully developed performance management
- focus on inputs and efficiency

Public Governance

- Inter-organizational collaboration and co-production with service users and citizens

Thách thức khi quản lý kết quả khu vực công

- Lack of interest by politicians and/or citizens
- Vagueness and ambiguity of goals.
- Indicators without targets and goals.
- Window dressing and gaming
- Use, non-use, and abuse.

Quản lý
kết quả
công việc
như thế
nào

Phương thức 4C

Mô hình đầu vào – đầu ra

Đo lường kết quả công việc

Phương thức 4C

To be reviewed at least once every five years.

Every review had to apply the '4Cs' methodology:

Challenge the need for the service and the way it is carried out.

Consult with all relevant stakeholders.

Compare the performance of the service with other providers.

Compete – test the competitiveness of the service.

Phương thức 4C

- Compare with others over indicators that measured: inputs, volume of activity, volume of output, productivity levels, unit costs, number of users, percentage of schoolchildren passing exams at 16 and 18, user satisfaction levels, reliability levels, numbers of complaints
- The whole spectrum from inputs to outcomes, from efficiency to quality
- Plan to improve its performance

Mô hình đầu vào- đầu ra (The input-output model)

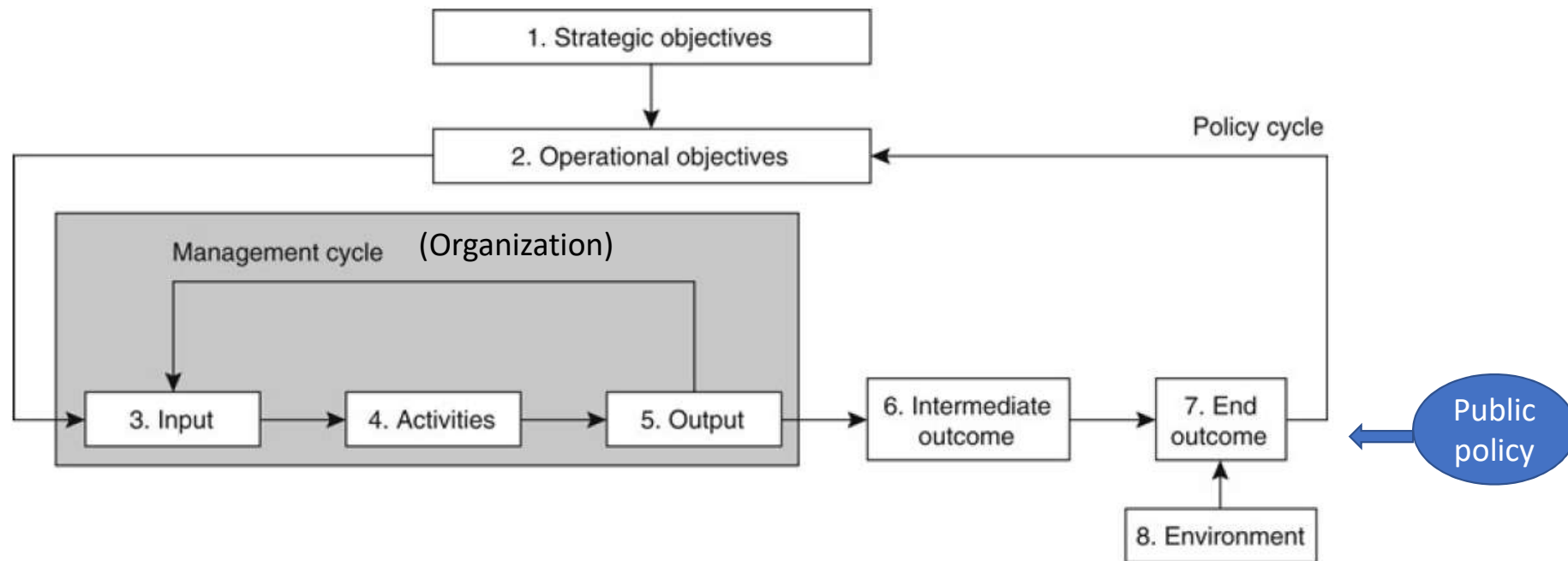
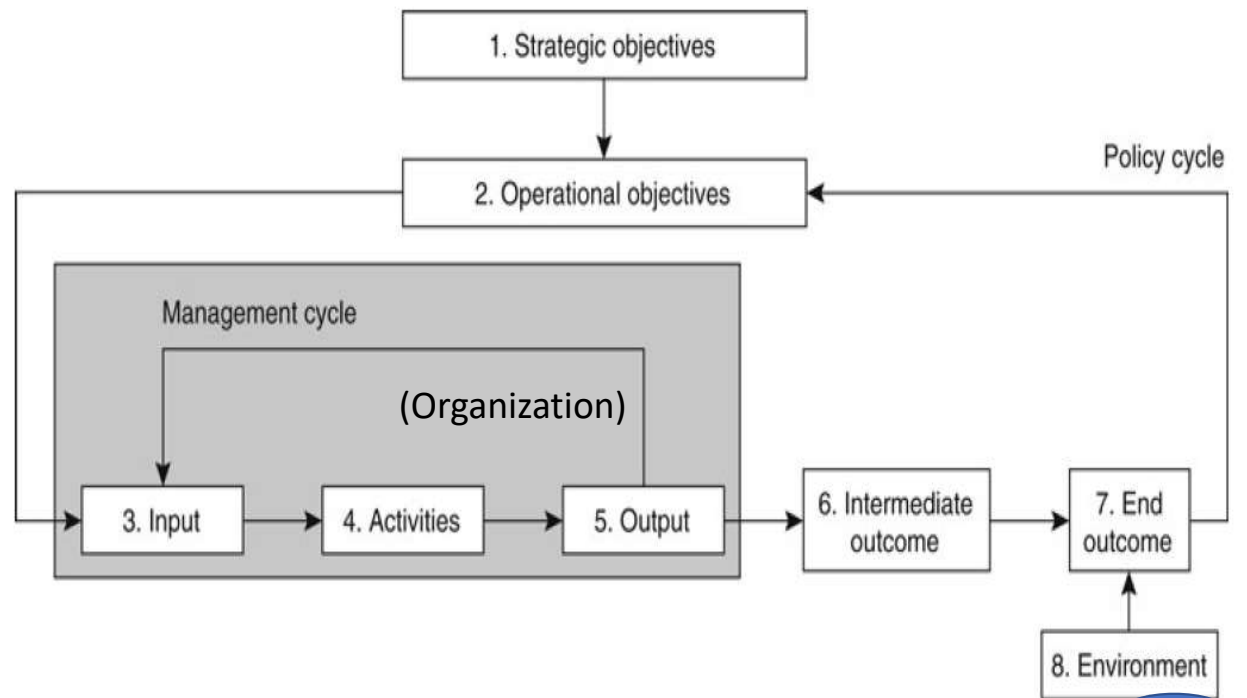


Figure 11.1 The policy and management cycle.

Source: Adapted from Bouckaert and Halligan (2008: 33) and Van Dooren *et al.* (2015: 21)

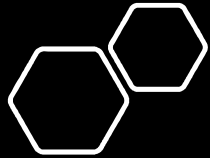
Mô hình đầu vào- đầu ra (The input-output model)

- Input: employees, money spent, hospital beds, public buses.
- Output: pupils taught, discharged patients, vehicle miles.
- Intermediate outcome: new knowledge, increased skills, recovered patients, user satisfaction with services.
- End outcome: increased grades achieved in schools, reductions in unemployment, increased health and well-being.
- Societal environment: age structure, growth of GDP.



[Figure 11.1](#) The policy and management cycle.

Source: Adapted from Bouckaert and Halligan (2008: 33) and Van Dooren *et al.* (2015: 21)



Đo lường kết quả công việc (Performance measurement)

(Dooren, Wouter van. & Bouckaert, Geert. & Halligan, John, 2010. Chapter 4 "Performance Measurement")

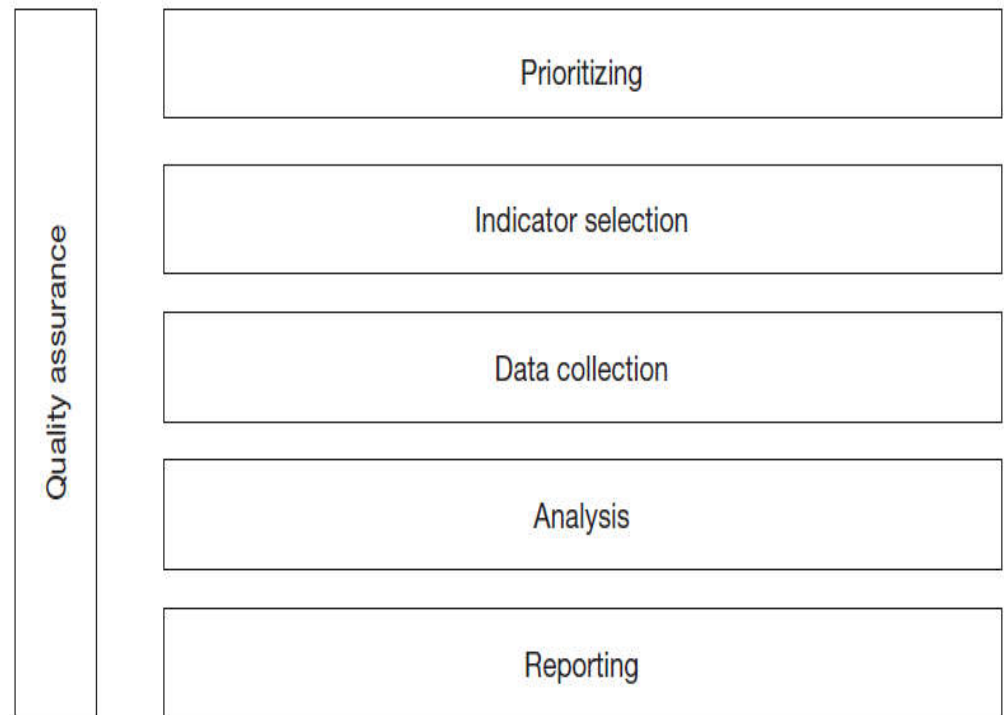


Figure 4.1 *An ideal-typical model of the performance measurement process*

Chỉ số kết quả (Performance indicators)

Economy: input/input ratio, such as cost divided by the input

- *e.g. the cost per employee, the costs per office.*

Efficiency/Productivity: output divided by an input

- *e.g. bus hours on the road per employee, shop or restaurant closures per inspection (for food inspection), crimes cleared up per police officer per day.*
- a combined input indicator: a Total Factor Productivity index.
- efficiency indicator of unit cost (e.g. cost per discharged patient, cost per crime cleared).

Effectiveness: outcome divided by output

- *e.g. number of complaints received about dirty streets per kilometres of streets that receive regular cleaning.*

Cost-effectiveness: outcome divided by cost

- *e.g. cost per unemployed person moving into employment.*

Tiêu chuẩn công việc (Performance standards)

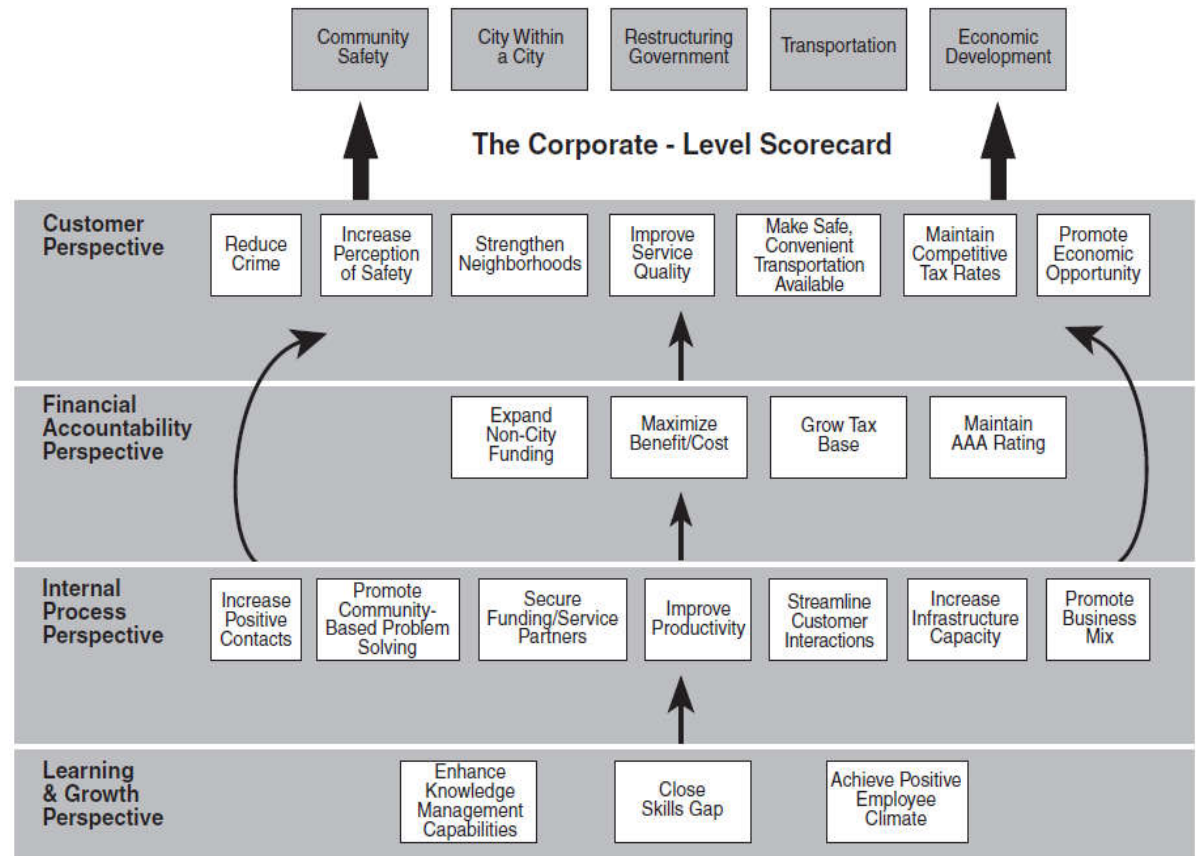
Establish how well (or how badly) the organization is performing.

- a popular standard as a symbol of ambitious policies. Sweden, for instance, was a forerunner in the go for zero policy regarding traffic casualties.
- a scientific norm, e.g. for the maximum quantities of dioxin allowed in the food chain; vaccination levels needed to eradicate a disease (which often need to be 100 per cent).
- by comparison, usually either between time periods or across organizations (benchmarking).

Báo cáo công việc (Performance reporting)

- the balanced scorecard (BSC)
- the Common Assessment Framework (CAF)

Figure 1. City of Charlotte — City Council's Strategic Themes



The City of Charlotte has identified five strategic themes that shape the strategy map for its BSC. Public-sector organizations should measure their success by how effectively and efficiently they meet the needs of their constituencies.

Source: Kaplan, Robert (2009)

Thảo luận:
“Đề án 30: cuộc
cách mạng nền
quản trị Việt Nam”

Vấn đề của đề án 30 là gì nhìn từ góc độ quản lý kết quả hoạt động?

Tại sao có nhiều vấn đề trong quản lý kết quả hoạt động trong Khu vực công?

Những đặc thù hay khác biệt về quản lý kết quả công việc giữa Việt Nam và quốc tế?

Đề xuất hay gợi ý về giải pháp.