Managing for Results Training
Designed for
Counties and Municipalities

Schaefer Center for Public Policy

Consultants to Government

Managing for Results provides public managers, elected officials, and citizens with information useful in assessing and improving Government performance.

In the public interest

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1304 St. Paul Street
Baltimore, Maryland 21202
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Managing for Results

MFR is a systematic process for managing an organization and its future direction in relation to its environment and external stakeholders. The focus of MFR is on outcomes—i.e., whether organizations are achieving the purposes for which they were established and whether they are making a difference in people’s lives. MFR incorporates a measurement system that is used to determine the best use of limited resources, enhance the quality of services provided, and improve customer satisfaction. In sum, MFR is designed to provide public managers, elected officials, and citizens with information that can be used to assess and improve program effectiveness and efficiency.

MFR Training...

MFR training courses are designed to provide public and not-for-profit managers with knowledge of the elements of strategic planning and performance measurement as well as provide them with enhanced skills in the practical application of the management techniques required by MFR. Participants will learn how to:

+ identify stakeholders
+ develop and refine an organization’s mission, vision, and values
+ identify the organization’s key performance areas
+ formulate goals and objectives
+ generate strategic alternatives
+ develop action plans to implement strategies
+ create performance measures
+ collect performance data
+ use measures to monitor performance
+ use performance information to drive improvement and/or reallocate resources

Courses are taught by the faculty and staff of the School of Public Affairs and the Schaefer Center for Public Policy at the University of Baltimore. Faculty and staff have extensive experience and expertise in conducting training in MFR as well as facilitating the development of MFR strategic plans and performance measurement systems for public sector and not-for-profit organizations.

MFR courses are structured as hands-on workshops. They are highly interactive in nature, with the instructor guiding the discussion and exercises.

Current Training Schedule

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td>MFR Local 100</td>
<td>May 8, 9, 16, 2003</td>
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<tr>
<td>MFR Local 201</td>
<td>May 21, 2003</td>
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<tr>
<td>MFR Local 202</td>
<td>June 4, 11, 2003</td>
</tr>
<tr>
<td>MFR Local 301</td>
<td>June 18, 25, 2003</td>
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</table>

Classes are held at the University of Baltimore. Free parking is available in the University’s garage. All classes are held from 9:00 a.m. to 4:00 p.m. Coffee is available in the classroom. Lunch is on your own. Classes can also be offered at your location.
Course Descriptions

MFR 100 Local Government
Introduction to Managing for Results
(3 Days)

The objectives of this course are as follows: (1) to discuss the processes by which members of an agency envision its future and develop strategic goals, objectives, and strategies necessary to achieve that future; (2) to develop an understanding of the concept of performance measurement and its use in measuring the progress of public programs and activities in achieving the outcomes stakeholders expect; (3) and to develop an understanding of the importance of organizational culture in building and sustaining a supportive environment for the effective implementation of MFR.

This course is divided into three modules (1 day each). Day one (Strategic Planning) focuses on the elements of strategic planning, detailing the purposes of strategic planning, identifying and understanding stakeholders, assessing the agency’s environment to identify strengths, weaknesses, opportunities, and threats, as well as developing and refining an agency’s mission, vision, and values. This day also focuses on identifying the key performance areas necessary for an organization to achieve its mission, formulating goals and objectives, and generating strategic alternatives, choosing strategies, and developing action plans to implement the strategies. The focus of day two (Performance Measurement) is on developing an understanding of the importance and value of performance measurement, distinguishing among various types of performance measures, creating performance measures, incorporating performance measures into the management process, and developing logic models. Day three (Data Collection, Management, and Reporting) emphasizes data collection management and reporting, data sources, conceptualization and operationalization issues, data preparation and analysis, and data presentation. The focus of this course is to link strategic planning to performance measurement.

It is recommended that this course be taken prior to enrolling in the other MFR training courses.

MFR 201 Local Government
Mechanics of Developing Performance Measures (1 Day)

The focus of the class will be on linking performance measures to agency goals and objectives as well as establishing baselines to compare future performance. Emphasis will also be placed on developing measures for specific agency programs and/or activities.

Participants should complete MFR 100 – Introduction to Managing for Results or an equivalent course prior to taking the MFR 201 course.
MFR 202 Local Government
Collecting & Interpreting Performance Data (2 Days)

Once an agency has decided what it wants to measure, what factors may influence the agency’s outcomes, and what specific information will indicate the program’s level of success, the next steps are to identify data sources for your indicators, design data collection methods, and pretest the data collection instruments. Advantages and disadvantages of data sources for specific outcome indicators will be examined, along with a comparison of the major data collection methods on characteristics such as cost, amount of training required for data collectors, completion time and response rates. Data collection issues will also focus on how to sample, who will collect the data, and how confidentiality of the data will be protected.

The second part of this course will focus on data analysis and reporting. Participants will learn whether they collected all the data needed to measure program outcomes, how to enter data and check for error, and how to tabulate the data. Moreover, participants will learn how to analyze the data. Agency managers will learn how to present data to various audiences in a clear and understandable form.

Participants should complete the MFR 100 - Introduction to Managing for Results or an equivalent course prior to taking the MFR 202 course.

MFR 301 Local Government
Surveys and Data Analysis (2 Days)

Surveys are a data collection technique that will be widely used in implementing various components of the MFR process. Surveys can be used to gather information from an agency’s key stakeholders. In addition, customer satisfaction surveys can be used to assess the quality and effects of agency services. This course provides non-technical information and advice to agency managers who wish to conduct customer surveys. Among the topics covered are: the types of information that can be gathered through surveys, the advantages and disadvantages of different types of surveys (mail, telephone, and personal interview), questionnaire construction, and sampling strategies.

Participants should complete the MFR 100 - Introduction to Managing for Results or an equivalent course prior to taking the MFR 301 course.
REGISTRATION FORM

Payment can be made by check or credit card. Checks should be made payable to: Schaefer Center for Public Policy. If you are registering multiple participants, please place the contact’s information on the registration form and attach a list of participants.

Name: __________________________________________
Agency: ________________________________________
Address: ________________________________________
City: ________ State: ________ Zip: ____________
Work Phone: __________________ Fax Number: ________
Payment Type: [ ] Discover [ ] Master Card [ ] Visa
Account #: __________________ Exp. Date: ______________

REGISTRATION

PLEASE √ CHECK THE CLASS YOU WOULD LIKE TO REGISTER FOR:

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TOTAL: ________________________________________

Return to:
Ms. Nancy Haynsworth, Coordinator
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