



UNIPA

SINCE 1806

Symposium Program

7th Azienda Pubblica Workshop
IJPA Symposium

25th - 27th May 2016

Hosted by DEMS (Political Sciences Department)
Doctoral Program & Master in Public Management
CED4 - www.ced4.com

Address: Via Ugo Antonio Amico, 2-4 - Palermo (Scienze Politiche)

MAY 25th

14:00
15:00

FALCONE
DEMS

Symposium
INTRODUCTION

15:00
16:30

FALCONE

Session I
HEALTHCARE (a)
Chair: Elio Borgonovi

ROOM 7

Session II
METHODOLOGY
Chair: Michiel De Vries

ROOM 6

Session III
PUBLIC UTILITIES
Chair: William Rivenbark

ROOM 8

Session IV
HEALTHCARE (b)
Chair: Tina DiFranco

DEMS

Session V
GOVERNANCE AND PERFORMANCE
OF HYBRID ORGANIZATIONS
Chair: Lino Cinquini

ROOM 5

Session VI
POLICY DESIGN (a)
Chair: Carla Monteleone

16:30
BREAK

RED
YELLOW

17:00
18:30

FALCONE

Session VII
SYSTEM DYNAMICS MODELING &
SIMULATION FOR POLICY DESIGN
Chair: David Wheat

ROOM 8

Session VIII
POLICY COORDINATION
REFORMS IMPLEMENTATION
Chair: Antonello Miranda

ROOM 6

Session IX
POLICY DESIGN (b)
Chair: Debra Stanley

DEMS

Session X POLICY COORDINATION REFORMS IMPLEMENTATION

Chair: Tony Bovaird

ROOM 7

Session XI PERFORMANCE MEASUREMENT (a)

Chair: Thomas Sexton

ROOM 5

Session XII CASE STUDIES

Chair: Jorge Garcés

MAY 25th Sessions Program

"INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION SYMPOSIUM" AND [FALCONE + DEMS] "JOURNAL OF MANAGEMENT & GOVERNANCE" SPECIAL TRACK.

- **Welcome:** Carmine Bianchi (*University of Palermo, Italy*)
- Introduction to the IJPA symposium: **"The Paradigm Shift from Output to Outcome Measures in the Public Sector"**
Ali Farazmand (*Florida Atlantic University, USA*)
Elio Borgonovi (*Bocconi University, Milan, Italy*)
William Rivenbark (*University of North Carolina at Chapel Hill, USA*)
- Presentation of the JMG special track: **"Governance and performance of hybrid Organizations"**
Lino Cinquini (*Scuola Superiore Sant'Anna, Pisa, Italy*)

SESSION I - HEALTHCARE (a) - Chair: Elio Borgonovi (*Bocconi University, Milan, Italy*) [FALCONE]

- Organizational performance in the Italian healthcare sector - Spano - Aroni
- An Inefficient Path from Price to Value: Access to Innovative Hepatitis C Medicines in the US vs UK - Lyles
- The perceived managerial discretion: a methodological perspective from the healthcare sector - Demartini - Trucco
- Workplace relationships, psychological capital, accreditation and safety culture: a new framework of analysis within healthcare organizations - Trinchero - Farr-Wharton - Brunetto - Vimercati

SESSION II - METHODOLOGY - Chair: Michiel De Vries (*Radboud University, Nijmegen, The Netherlands*) [ROOM 7]

- Quality, output and outcome indicators in Italian public administrations: methodological issues and actual applications in performance improvement - La Spina
- Identifying resilient labour adjustments to improve public labour market policies during the economic crisis by using Qualitative Comparative Analysis (QCA) - Garcés - Martinez-Molina - Sabater
- Which way is the pendulum swinging? Has performance management performed? - Cuccurullo - Vendramini
- The Paradigm Shift from Output to Outcome Measures in the Public Sector. A Structured Literature Review - Garlatti - Dal Mas

SESSION III - PUBLIC UTILITIES - Chair: William Rivenbark (*University of North Carolina at Chapel Hill, [ROOM 6] School of Government, USA*)

- The impact of environmental factors on the measurement of managerial efficiency in the Italian waste management sector - Alfiero - Elba - A. Esposito - Resce
- The effects of the change in public service quality standards on the public service providers' organization - Capaldo - Costantino - Pellegrino
- Exploring the Relationship between Operational and Financial Indicators: The Case of Water and Sewer Utilities - Rivenbark - Fasiello - Roenigk - Adamo
- Institutions, Culture And Local Regulation - Becchis

SESSION IV - HEALTHCARE (b) - Chair: Tina DiFranco (*University of Baltimore, College of Public Affairs, USA*) **[ROOM 8]**

- Management Tools For Quality Performance Improvement in Italian Hospitals – Fanelli – Lanza – Zangrandi
- The Risks of Risk Adjusted Mortality Rates, and a Proposed Alternative Measure – Pitocco – Sexton
- The validity in hospitals' performance planning as a technique of outcome estimation – Leotta – Ruggeri – Castro

SESSION V - GOVERNANCE AND PERFORMANCE OF HYBRID ORGANIZATIONS - [DEMS]

Chair: Lino Cinquini (*Scuola Superiore Sant'Anna, Pisa, Italy*)

- Decoupling in the age of market based morality. Responsible gaming in a Hybrid Organization – Alexius – Grossi
- The CEOs of city-owned companies and their career paths – Kubíková - Sičáková-beblavá
- Balancing service quality and public governance principles to achieve quality-of-life outcomes through dynamic performance management – Bovaird – Loeffler - Bianchi
- Civic engagement as an outcome for the public administration: opportunities and limits of participatory governance - Badia

SESSION VI - POLICY DESIGN (a) - Chair: Carla Monteleone (*University of Palermo, Italy*) **[ROOM 5]**

- Non-parametrical metrics for new value creation strategic planning process in local authorities. Experimenting the Blue Ocean Strategy approach in local authorities – Meneguzzo – Catalfo – De Angelis
- Framing Sources of the Image of a Local Area through Outcome-based Dynamic Performance Management: Preliminary Case Study Evidence – Vignieri
- Framing Stakeholders' Contribution to Local Performance. Suggesting Solutions to Strategic Planning for Cities and Local Areas – G. & L. Noto
- Governing Local Areas Development Using Dynamic Performance Management (DPM) Systems – Sorci

SESSION VII - SYSTEM DYNAMICS MODELING & SIMULATION FOR POLICY DESIGN - [FALCONE]

Chair: David Wheat (*University of Bergen, Norway*)

- Envisioning enhanced primary care in Singapore: a group model building approach – Ansah
- Disappointing Outcomes: Can Implementation Modeling Help? – Wheat – Bardach
- Efficiency versus Effectiveness in Hospitals: A Dynamic Simulation Approach - Schwaninger
- Tax Revenue Forecast Model for Wholesale Companies Singly in Distrito Federal/Brazil Based on Electronic Bills Of Sale Information's – Matos – Manzano Dos Santos – Di Oliveira

SESSION VIII - POLICY COORDINATION/REFORMS IMPLEMENTATION - [ROOM 8]

Chair: Antonello Miranda (*University of Palermo, Italy*)

- The New Public Management and the British Civil Service: Setting the template of a complex policy instrument – A. Palumbo
- New uses of outcomes measurements in Danish municipalities under austerity – Moll Sørensen
- From the measurement of outputs to outcomes in the public sector – an international perspective – Lonti – Lafortune

SESSION IX - POLICY DESIGN (b) - Chair: Debra Stanley (*University of Baltimore, College of Public Affairs, USA*) **[ROOM 6]**

- Evolving Corrections and Treatment in An Innovative Pragmatic Prison Context – Maggio – Stough
- Increasing influence: An examination of preferences toward theory of change approaches – Ofek
- Dynamic Performance Management of The Venezuelan National Oil Company – Chique

SESSION X - POLICY COORDINATION/REFORMS IMPLEMENTATION - [DEMS]

Chair: Tony Bovaird (*University of Birmingham, UK*)

- Contextualizing the trend from output to outcome measurement in the Dutch pension system – De Kruijf - De Vries
- Measuring Coordination and Coherence: Assessing Performance Across the Public Sector – Bianchi – Peters
- When the outcome is employability: leading indicators for the governance of labour market services – Martini – Cavenago – Mariani
- The Sustainability Assumption in Performance Management Reforms: A Research Note Revisiting the Patterns of Implementation – Genest-Grégoire

SESSION XI - PERFORMANCE MEASUREMENT (a) - Chair: Thomas Sexton (*Stony Brook University, USA*) **[ROOM 7]**

- Measuring and Comparing Cities' Financial Health Across EU Countries – Padovani
- Performance Benchmarking of School Districts in New York State - Sexton – Comunale – Higuera – Stickle
- Effects of working conditions on job satisfaction, commitment and mobility of civil servants. Results from surveys in the Netherlands – Borst – Lako
- Revenue Portfolio and Expenditures: An examination of the volatility of tax revenue and expenditure patterns during the Great Recession - Afonso

SESSION XII – CASE STUDIES – Chair: Jorge Garcés (*University of Valencia, Spain*) **[ROOM 5]**

- Performance Management Utilization and Mechanisms-Based Explanations. Two Cases from the Italian Judicial System – Vecchi
- Angels of Beauty: A case study of co-production in Florence – Artuso
- The iron law of unintended effects, again: outcome measures and blame-avoidance strategies – Fedele
- Theory of Change and a new performance management approach: towards a renewed FAO – Montuori – Storlazzi

09:15
10:45

MAY 26th

DEMS

**Session I
PUBLIC VALUE**

Chair: Roger Hartley

ROOM 7

**Session II
HEALTHCARE (c)**

Chair: Alan Lyles

ROOM 5

**Session III
UNIVERSITY MANAGEMENT**

Chair: Antonino Palumbo

FALCONE

**Session IV
PERFORMANCE MEASUREMENT (b)**

Chair: Greta Nasi

ROOM 6

**Session V
STRATEGIC PERFORMANCE MANAGEMENT**

Chair: Enzo Bivona

MAY 26th
Sessions Program

SESSION I – PUBLIC VALUE – Chair: Roger Hartley (*University of Baltimore, College of Public Affairs, USA*) **[DEMS]**

- Outcome Measures and Effective Policy Design – Reflections on the Epistemic Challenges created by Policy Complexity – Adam – Steinebach – Knill
- Governance Structure and “(De)Politicization” of Performance Measures – Minassians
- Shifting the Emphasis from Outputs to Outcomes in Performance Management – Do Politicians and Public Managers Actually Want It? – Rajala – Laihonon – Vakkuri

SESSION II - HEALTHCARE (c) - Chair: Alan Lyles (University of Baltimore, College of Public Affairs, USA) **[ROOM 7]**

- Delivering equity in the Australian health system through funding agreements: the emerging role of outcomes - Hancock - Mackey
- Exploring the Divide between Output and Outcome Measures in Health Care. Conceptual and Empirical Insights from a Literature Review - R. Palumbo
- Performance measurement and value creation in the public health care system - Ferrando - Nuti

SESSION III - UNIVERSITY MANAGEMENT - Chair: A. Palumbo (University of Palermo, Italy) **[ROOM 5]**

- Performance measurement systems in universities: a critical review of the Italian system - Aversano - Manes Rossi - Tartaglia Polcini
- Ways out of the deepening evaluatory trap - the case of universities - Olson
- The social impact of academic research: a comparison between two national assessment exercises - Barbato - Rebora - Turri

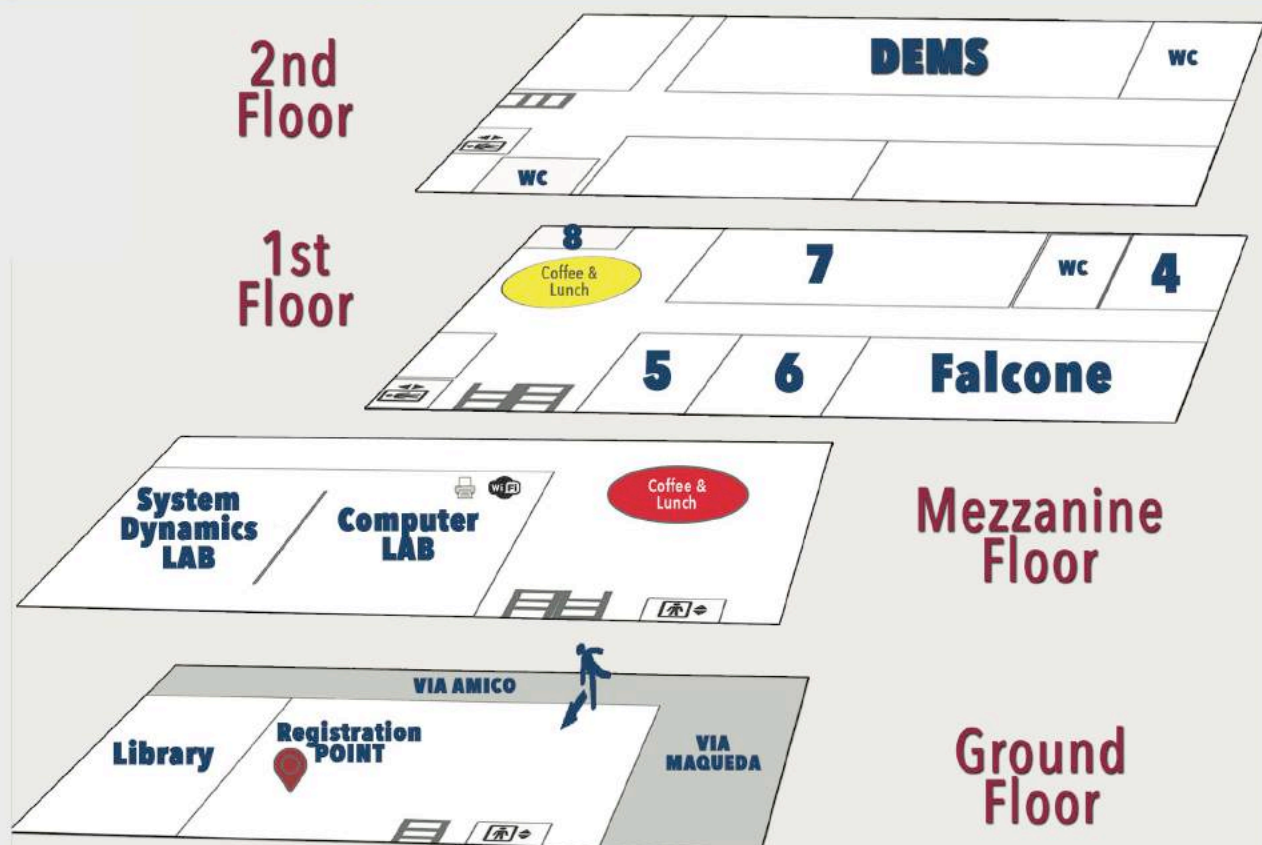
SESSION IV - PERFORMANCE MEASUREMENT (b) - Chair: Greta Nasi (Bocconi University, Milan, Italy) **[FALCONE]**

- The adoption of outcome-related performance indicators in external reporting: an empirical study - Monteduro
- Performance measurement innovations in the organisational routines: theoretical insights and empirical evidences from an Italian local government - Cardillo - Ruggeri
- Measuring the outcome of supreme audit institutions: Current literature and future insight - Bonollo
- Evaluation of innovation performance - Nasi - Cuccinello

SESSION V - STRATEGIC PERFORMANCE MANAGEMENT - [ROOM 6]

Chair: Enzo Bivona (University of Palermo, Italy)

- Disclosing Decision Making Homogeneity Patterns In Local Governments: A Comparative Case - Guerrera - Hoff
- From a Static to a Dynamic SWOT Analysis: An Application in a Saudi Arabian Public Sector - Al Beraidi
- Managing for Public Outcomes and The Modern Nature of Public Management - Sancino
- The Role of Ethical Leadership in Enhancing Organizations' Outcomes: A suggested model in the light of Arab-Islamic Thought - Al Kabeer



Eugenio Anessi Pessina (Cattolica University), Luca Anselmi (University of Pisa), Carmine Bianchi (University of Palermo), Elio Borgonovi (Bocconi University), Eugenio Caperchione (University of Modena and Reggio Emilia), Lidia D'Alessio (Third University of Rome), Lucia Giovanelli (University of Sassari), Davide Maggi (University of Piemonte Orientale), Marco Meneguzzo (University of Rome Tor Vergata), Riccardo Mussari (University of Siena), Aldo Pavan (University of Cagliari), Stefano Pozzoli (University of Napoli Parthenope), William Rivenbark (University of North Carolina), Antonello Zangrandi (University of Parma).

Andrea Cuccia, Angelo Guerrero, Aya Khassawneh, Noor Khassawneh, Guido Noto, Lidia Noto, Giovanni Scirè, Pietro Sorci, Miriam Naomi Spano, Christian Trejos, Giovanni Tumminello, Anastasia Vasilyeva, Vincenzo Vignieri.

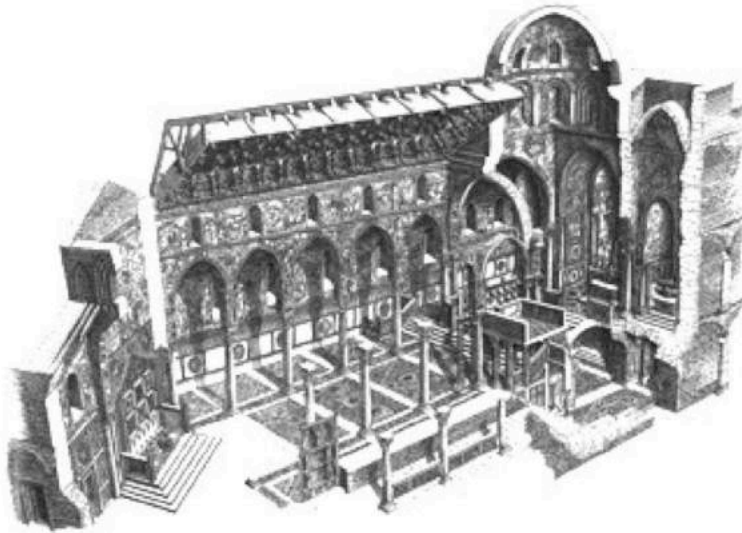
Conference Venue: Via Ugo Antonio Amico, 2 - 4



SOCIAL PROGRAM

The "Palatine Chapel"

May, 27th at 3:00 pm



Visit the "Palatin Chapel" (in Italian "Cappella Palatina"). It is one of the highest example, from an artistic and historic point of view of the coexistence between cultures, religions and ways of thinking apparently irreconcilable, as Byzantine, Muslim and Latin.

How to register

Participants to the Symposium and Azienda Pubblica Workshop can benefit of a reduced ticket price of Eur 5,00 (regular price is Eur 12,00). To take part to this event, it is possible to pay the ticket only in cash on site at the "registration point" at the Symposium and Azienda Pubblica Workshop. **Registration will be available until May 26th.**

To visit the "Palatin Chapel", all registered visitors will meet at the conference front desk (basement) **via Ugo Antonio Amico, 4 on May 27th at 14:40**. The "Palatin Chapel" is located at a 20 minutes walking distance from the conference venue.

To get more information, please ask Dr. Guido Noto (+39 333/3576418 guido.noto@unipa.it).

Come partecipare alla visita

I partecipanti al Symposium e al 7° Workshop di Azienda Pubblica possono beneficiare di un biglietto ridotto di 5,00 euro (il costo del biglietto a prezzo pieno è 12 euro). La registrazione alla visita e il pagamento del biglietto di ingresso possono essere effettuati presso il "registration point" presente al Symposium e al 7° Workshop di Azienda Pubblica. **E' possibile registrarsi fino al 26 maggio.**

Il pagamento del prezzo ridotto del biglietto di ingresso alla Cappella Palatina, prevede una visita di gruppo. Pertanto occorrerà incontrarsi il **27 maggio alle ore 14:40 in via Ugo Antonio Amico, 4 al piano terra.**

La Cappella Palatina si trova a circa 20 minuti a piedi dalla sede del workshop.

Per maggiori informazioni chiedere al dott. Guido Noto (+39 333/3576418 guido.noto@unipa.it).

THE "PALATINE CHAPEL"

The Chapel arose to synthesized the liturgical needs of both the Latin and Greek rituals, proof of this is the Latin plant divided in three naves and the presbytery (byzantine), surmounted by a dome, made exactly according to the most classic byzantine codes.

Interesting is the repetition of this element in the basin of the central apse, where it has a communicative and mercifully effect to whom enters the church. Among the ancient mosaics outstanding is the baptism of Christ, stupendous work with the stylization of the waves.

Images of Saints and Fathers of the Church are present on the pillars and on the soffits of the arches.

On the side naves, decorated under the kingdom of William I are narrated episodes of the lives of Saint Peter and Saint Paul and in the central nave the events of the Old Testament. The marble chandelier to hold the Easter candle, leaning on the ambo, an elegant sculpture made probably by artists with ties to North of Italy.

The Arab handcraft masters realized the vault in muqarnas, that dominates the central nave, a unique example in the whole world of pictorial Islamic decorations with human representations inside a worship place. A structure entirely fabricated in wood, wisely elaborated in sections united by insertions, with stalactite and concave elements, that remind us of a cave. An inscription in Latin, Greek and Arab in 1142, in memory of the hydraulic watch made by Roger II, which is testimony of the fusion of cultures in Norman Palermo (the inscription is located in the Maqueda Courtyard on the wall on the left side before entering the Chapel in direction to the stairs that conduct us to the Fountain Courtyard and its translated in its byzantine version "Oh new wonder! The strong Sir Roger having had the sceptre from God, stop the course of the fluid substance, distributing cognition free of error from the hours of time. In the month of March fifth call and of our health the year 1142, and of his happy kingdom the year XIII").

The mosaics on the frontage at the entrance where performed during the beginning of the XIX century by Santi Cardini and Pietro Casamassima and represent the events of the life of Assalon, rebel son of king David. This cycle was realized by will of Ferdinand III of Bourbon (present along with his wife Maria Carolina in the medallion on the mosaic with the Genius of Palermo crowned).

LA "CAPPELLA PALATINA"

L'immagine di maggiore impatto è il Pantocratore benedicente, presente nella cupola, esattamente realizzato secondo i più classici canoni bizantini. Interessante è la ripetizione di tale elemento nel catino dell'abside centrale, dove ha un effetto comunicativo e misericordioso nei confronti di chi accede all'interno della chiesa. Tra i mosaici più antichi, nel Diaconicon, spicca il battesimo di Cristo, opera realizzata con una stupefacente stilizzazione delle onde.

Immagini di Santi e Padri della Chiesa sono presenti nei pilastri e negli intradossi degli archi.

Nelle navate laterali, decorate sotto Guglielmo I, sono narrati episodi della vita di San Pietro e di San Paolo ed in quella centrale gli eventi dell'Antico Testamento. Il candelabro in marmo per il cero pasquale, addossato all'ambone, è un'elegante scultura da attribuire probabilmente ad artisti legati alla cultura del nord Italia.

Le maestranze arabe eseguirono il soffitto a muqarnas che sovrasta la navata centrale, pregevole ed unico esempio al mondo di decorazioni pittoriche islamiche con rappresentazioni di figure umane all'interno di un luogo di culto. Tale opera, è una struttura modulare in legno, finemente lavorata e composta da elementi stalattitici ed alveolari, che ricordano una grotta.

Un'iscrizione in latino, greco e arabo del 1142, a ricordo dell'orologio idraulico fatto costruire da Ruggero II, testimonia l'intrecciarsi di molteplici culture nella Palermo normanna (si trova nel secondo loggiato del Cortile Maqueda del Palazzo Reale di Palermo, poco prima del vestibolo della Cappella Palatina, in direzione della scala che conduce al Cortile della Fontana ed è così tradotta nella sua versione bizantina "O meraviglia nuova! Il forte Signore Ruggiero avendo avuto lo scettro da Dio, frena il corso della fluida sostanza, la cognizione distribuendo scevra di errori delle ore del tempo. Nel mese di marzo indizione quinta e di nostra salute l'anno 1142, e del suo felice regno l'anno XIII").

I mosaici del vestibolo furono opera all'inizio del XIX secolo di Santi Cardini e Pietro Casamassima. Questi raffigurano le storie di Assalone, figlio ribelle di re David, ciclo realizzato su committenza di Ferdinando III di Borbone (presente insieme alla moglie Maria Carolina nel medaglione del mosaico col Genio di Palermo incoronato).

fonte: federicosecondo.org

