

Syllabus

Dynamic Performance Governance (ECTS: 12)

Main Instructor: Prof. Carmine Bianchi

Aims and logics of the course

Dynamic Performance Governance (DPG) is a conceptual framework adopting a feedback view to frame dynamic complexity in interinstitutional contexts (e.g.: city neighborhoods), and to deal with such complexity, so to enhance sustainable outcomes through consistent policy design and implementation.

DPG provides a level of analysis overarching Dynamic Performance Management (DPM), whose principles and methods can be learned by attending a devoted course.

The DPG framework enhances collaborative governance regimes, i.e., collaborative summits where partners may gather to review their joint performance. Sustainable performance at local area level, comes from the aptitude of stakeholders in a region to collaborate for developing shared strategic resources, i.e., “common goods” and other community assets (e.g., quality of public services and infrastructures, social welfare, human capital, number of businesses in a region, employment rate, and level of safety), impacting on quality of life and local area attractiveness.

By adopting an “outside-in” view of performance, DPG primarily aims at turning a society into a community, whose purpose is not only to comply with laws and prescriptions: a community is profiled by widespread active citizenship. Such a concept is broader than juridical or legal citizenship. It underlies a pervasive sense of belonging to the same group, by community members, who share not only a geographical space, rules or legal obligations, but also goals, values and culture. This condition (rooted on trust, civic mindedness, and social capital) provides a moral basis for exercising civic commitment and loyalty.

Fostering active citizenship can substantially contribute to outline sustainable policies aimed at dealing with “global crises”. Social conflicts, terrorism, crime, natural disasters, marginalization, resource scarcity, and pandemic diseases are examples of global problems affecting societal equilibrium on a local scale. Perhaps never before have the global and local dimensions been so interconnected as today. Often such crises gradually emerge locally to explode globally, and vice versa: now more than ever blurred system boundaries have become a major challenge for policy design. The rising blurriness of the systems where individual stakeholders operate provides a major source of interconnectedness across organizations and regions, which originate performance instability.

This precarious condition is often amplified by stakeholders’ opportunistic and myopic policies which lead to the erosion of the natural, social, and historical assets profiling a region’s identity. Also, the intended transition processes aimed at coping with global “super-wicked” problems often fail, due to a static and mechanistic strategic planning view.

Such view may live out of consideration that local areas are systems populated by people and institutions, characterized by culture, goals and perceptions affecting behavior that impacts on both the ecological and socio-economic dimensions of local area performance. Sustainable structural changes in a city (or any other social context) are not simply a matter of physical mutations of the urban infrastructure, such as the use of new technologies or the development of new facilities. They are, instead, an outcome resulting from a system of phenomena which are much more complex than a sum of investments, of engineering and architectural projects for urban regeneration, or the adoption and enforcement of new regulation. Sustainable societal and ecological change requires *holistic* transition, to pursue a resilience state.

Enhancing active citizenship is a crucial intermediate goal for collaborative networks adopting an “outside-in” view in policy design, aimed at affecting society wellbeing. In fact, the lack of active citizenship would make collaborative efforts between public sector institutions, private organizations, individuals, and groups (e.g., volunteers) unsustainable in the long run. However, building active citizenship and other shared strategic resources is often a slow and tortuous process which requires that involved stakeholders adopt proper strategies that fit with the attributes of a local area, under a social, institutional, and relational viewpoint. This requires “collaborative platforms” supporting community-based organizations to enhance learning forums leading to interactive performance dialogue among stakeholders.

By adopting a combined DPG and DPM approach through an “outside-in” view, the designed community development or regeneration policies provide a basis for implementation at an organizational level. This requires that the policies outlined by each stakeholder institution should pursue organizational outcomes which are consistent with the targeted community outcomes. It also requires that corporate policies are consistently cascaded at departmental level, and that implementation results are constantly monitored, through performance drivers, and emerging outputs and outcomes. Such control process should not be bounded to a feedback mechanism. It should also enable a proactive feedforward logic,

implying that the emerging problems or opportunities from implementation at departmental level may suggest possible changes in the designed policies at both institutional and community level.

Such an “outside-in” view of performance governance enhances the aptitude of outcome-based performance management to deal with the high level of embeddedness of social “wicked” problems. This requires that different players are able – through facilitated performance dialogue and collaboration – to balance three sets of goals, i.e., financial equilibrium, competitiveness (e.g., quality and timeliness of urban renewal), and social inclusion.

DPG-facilitated learning provides shared meaning to the use of performance data in implementing collaborative plans in hybrid policy settings and enhances a shift of mind in the involved stakeholders towards building shared strategic resources, vital for community resilience.

This course is based on case studies to help students gaining practical modeling skills that facilitate the involved stakeholders in collaborative governance settings to outline innovative policy ideas, and to assess the emerging performance drivers and outcomes, to sustain cultural transition and community resilience to global crises.

This is an elective course requiring “Dynamic Performance Management” skills.

Dynamic Performance Governance
Course schedule
(Academic year 2021-2022)

Week 1					
	10-May	11-May	11-May	12-May	13-May
09:00 13:00					
14:00 18:00			<ul style="list-style-type: none"> - Towards outcome-based performance management systems in and across organizations: challenges for performance management systems design - Dealing with social "wicked" problems 	<ul style="list-style-type: none"> - Policy networks and network governance - Different governance modes for assessing policy outcomes in collaborative networks - Collaboration and the performance of network governance 	<ul style="list-style-type: none"> - Collaboration and the performance of network governance (cont'd) - Introduction to Performance Governance - Collaborative Governance as a context for generating community value
Instructor	Carmine Bianchi				

Week 2					
	16-May	17-May	18-May	19-May	20-May
09:00 13:00					
14:00 18:00	<ul style="list-style-type: none"> - Collaborative Governance as a context for generating community value (cont'd): implications of patronage for governance capacity - Public value, societal transition and collaborative governance - Pursuing public value in collaborative governance settings: about resilience and social resilience outcome 	<ul style="list-style-type: none"> - Implementing collaborative governance: organization structures, tools, and methods 	<ul style="list-style-type: none"> - Implementing collaborative governance: a DPG approach - Applying DPG to community-based organizations: North-West Bronx case study 	<ul style="list-style-type: none"> - Enhancing active citizenship through DPG: → SOS Ballarò case study → Kristianstads Vattenrike case study 	
Instructor	Carmine Bianchi				

<i>Week 3</i>					
	23-May	24-May	25-May	26-May	27-May
09:00 13:00					
14:00 18:00	- Mini-cases: child protection (Mass. Department of social services), New York city's parks, congestion charging in London, elder care in Singapore	- The united against domestic violence program in Sudurnes (Island) - Minnesota partnership agreement	- Crime control in Malaysia - Surrey services for young people - Unintended behavioural effects of formal performance measurement systems: education policies	- Enhancing cultural transition and societal resilience to global crises through Dynamic Performance Management: Gravel for generations in Switzerland (case-study)	- Kristianstads Vattenrike case study (Class will start at 15:30 - 18:00)
Instructor	Carmine Bianchi	Carmine Bianchi	Carmine Bianchi	Carmine Bianchi.	Vincenzo Vignieri

<i>Week 4</i>					
	30-May	31-May	1-Jun	2-Jun	3-Jun
09:00 13:00					
15:30 18:00	- Case discussion (Crime control in Malaysia)	- Case discussion (The united against domestic violence program in Sudurnes)	- Applying Dynamic Performance Governance to brownfield regeneration policies: the case of Puerto Madero		
Instructor	Vincenzo Vignieri	Vincenzo Vignieri	Vincenzo Vignieri		

<i>Week 5</i>					
	6-Jun	7-Jun	8-Jun	9-Jun	10-Jun
09:00 13:00					
15:30 18:00		- Assignment: Framing Covid 19 in Lombardy as wicked problem			
Instructor		Vincenzo Vignieri			

<i>Week 6</i>					
	14-Jun	15-Jun	16-Jun	17-Jun	18-Jun
				<i>COURSE EXAM (*)</i>	

(*) The goal of the exam will be to assess students' ability to model inter-organizational/local area dynamic complexity for policy making and assessment through the DPM/DPG framework. The exam will be based on a case-study, based on which each student will have to apply the modeling skills learned during the course. Students will individually outline an essay where, based on a set of debating points, they will analyze and discuss the case-study.

Final notes

Please, **consider this document as the official course schedule**, regardless of what reported in the Unipa web portal. In case you need clarifications, please feel free to ask your instructors.

Attending classes and active participation to class discussion is a fundamental prerequisite to pass the exams. It is also a fundamental means to gain practical insights and knowledge to efficiently invest your hours devoted to study and to increase your chances to succeed in your future career.

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Resources and information

Reading Materials and cases

Please, visit the following link to download all the readings:

<http://ced4.com/dynamic-performance-governance/>

Textbook

To download the textbook: “**Dynamic Performance Management**” by Prof. Carmine Bianchi, use the VPN from your home connection or the UNIPA wi-fi connection, and visit the following link:

<http://link.springer.com/book/10.1007/978-3-319-31845-5>

For more information on how to get the book visit:

<http://ced4.com/downloading-springer-books-from-unipa/>

Software - Powersim Studio 10

To download Powersim Studio 10, visit the following link:

http://www.powersim.no/main/download-support/technical_resources/service_releases/studio10/

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Powersim Studio 10 runs only on a windows machine.

Students can freely use a different software (e.g., Ithink, Vensim, Stella).

Logistics

Lectures and laboratory sessions will be held at the Department of Political Sciences and International Relations, Via Ugo Antonio Amico 2 - 4, Palermo.

Computer lab: mezzanine floor

Map: <https://goo.gl/maps/NFYBsyfrBwM2>