

Franklin University

FUSE (Franklin University Scholarly Exchange)

Scholarship Forum 2013

College of Health and Public Administration

9-25-2013

How Can We Improve Government Performance? Implementation Context and Key Factors Affecting Performance Outcomes

Alexander C. Heckman

Franklin University, alexander.heckman@franklin.edu

Follow this and additional works at: <https://fuse.franklin.edu/forum-2013>



Part of the [Public Affairs, Public Policy and Public Administration Commons](#)

Recommended Citation

Heckman, Alexander C., "How Can We Improve Government Performance? Implementation Context and Key Factors Affecting Performance Outcomes" (2013). *Scholarship Forum 2013*. 7.
<https://fuse.franklin.edu/forum-2013/7>

This Presentation is brought to you for free and open access by the College of Health and Public Administration at FUSE (Franklin University Scholarly Exchange). It has been accepted for inclusion in Scholarship Forum 2013 by an authorized administrator of FUSE (Franklin University Scholarly Exchange). For more information, please contact fuse@franklin.edu.

How Can We Improve Government Performance?

Implementation Context and Key Factors Affecting Performance Outcomes

Drawing upon my empirical research and the public administration literature, I illustrate the key factors that affect government performance taking into account the implementation context. **Three key implications of this analysis are:**

- 1. Management quality is often a critical factor affecting performance outcomes.
- 2. Providing additional resources will not improve performance without good management.
- 3. Often the nature of the problem and/or political conditions prevent government agencies from achieving desired outcomes.

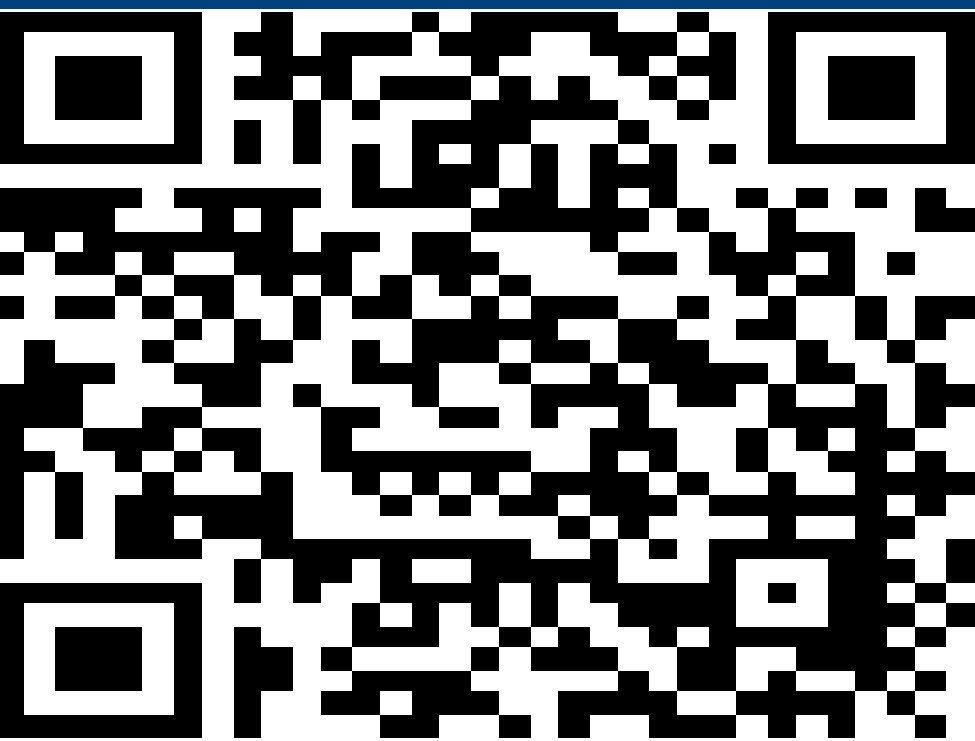
		Political Conflict	
		Low	High
Task Difficulty	Low	<u>Administrative Implementation</u> Key Performance Factors = Management Quality & Resources	<u>Political Implementation:</u> Key Performance Factors = Political Conditions, Management Quality, & Resources
	High	<u>Experimental Implementation</u> Key Performance Factors = Problem Nature & Resources	<u>Symbolic Implementation</u> Key Performance Factors = Political Conditions, Problem Nature, & Resources

Adapted from: Matland, R. E (1989) Synthesizing the Implementation Literature: The Ambiguity-Conflict Model of Policy Implementation. *Journal of Public Administration Research and Theory*, 5(2), 145-174.

By Alexander C. Heckman, Ph.D.
Chair of Public Administration Programs
Franklin University

Read the full research articles supporting this analysis:
<http://faculty.franklin.edu/alex-heckman/>

Learn about
Franklin's BSPA



Learn about
Franklin's MPA

