

MLD 630M – GOVERNMENT TURNAROUNDS

FALL 2018 (second module period)
M/W 1:15 p.m. - 2:30 p.m, Littauer 230

Professor: Jeffrey Liebman
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COURSE DESCRIPTION

This course considers strategies that government leaders have used to turn around troubled agencies and improve government performance. Class sessions will be a mixture of lectures, case studies, student presentations, and conversations with guest experts. Topics will include:

1. Setting strategic goals and getting your organization to follow through on them.
2. Data-driven leadership strategies for improving agency performance, such as performance stat and delivery units.
3. Using results-driven contracting strategies to improve procurement.
4. Techniques for recruiting, training, re-energizing, and retaining talent.
5. Strategies for overcoming inertia.
6. Strategies for sustaining reforms.

PREREQUISITES

There are no formal prerequisites other than a passion for making government more effective.

ASSIGNMENTS AND GRADE INFORMATION

There will be a short writing assignment due in advance of every class. Assignments will be due at 9 am on the day of the class and will be submitted electronically on the course web site. For some classes, the writing will involve answering questions about the assigned readings. For other classes, the writing will be based upon the teaching case assigned for that class. For still other classes, the writing assignment will be to come up with questions for the guest expert.

There will also be a final project due on December 7th. The project will be done in teams and will consist of interviewing a government innovator and writing up a case study of approximately 10 pages based upon the interviews. Students can either select an innovator of their choice or ask Professor Liebman to introduce them to one. In addition to the regularly scheduled classes, there will be an extra class during reading period in which students will present their final projects to each other and Professor Liebman.

Grades will be based 33 percent on the short writing assignments, 33 percent on the final project, and 33 percent on class participation, including the final presentation.

ACADEMIC INTEGRITY AND OTHER EXPECTATIONS

You are expected to abide by the University policies on academic honesty and integrity as given in the [HKS Academic Code](#). Violations of these policies will not be tolerated and are subject to severe sanctions up to and including expulsion from the university. That includes using proper citations, including any quotes in quotation marks, and not re-using any work from other courses without prior permission of the instructor.

COURSE SCHEDULE

M Oct. 22 Introduction/Establishing Strategic Priorities

Barber, Michael. *Instruction to Deliver: Fighting to Transform Britain's Public Services*. London: Methuen, 2007: 30-37, 43-51.

Rossotti, Charles. *Many Unhappy Returns*. Boston: Harvard Business School Publishing, 2005: 1-69.

Stone, Bob. *Confessions of a Civil Servant*. Lanham: Rowman & Littlefield, 2003: 23-48, 59-60, 111-123.

W Oct. 24 The Turnaround of Rhode Island's Child Welfare Agency Part 1

Harvard Kennedy School Government Performance Lab. "Turning around Rhode Island's Department of Children, Youth and Families." Case study. 2017.

Guest: Jamia McDonald

M Oct. 29 The Turnaround of Rhode Island's Child Welfare Agency Part 2

Guest: *Jamia McDonald*

W Oct. 31 Procurement/ results-driven contracting/active contract management

Kelman, Steven. "Strategic Contracting Management." In *Market-Based Governance: Supply Side, Demand Side, Upside, and Downside*, ed. John D. Donahue and Joseph S. Nye Jr. Washington, D.C.: Brookings, 2002. 88-102.

Field, Lesley A. "Increasing Competition and Structuring Contracts for the Best Results." OMB Memorandum. 10/27/17.

Liebman, Jeffrey and Hanna Azemati. "How Cities Can Improve Their Procurement of Goods and Services." In *Retooling Metropolis*, Manhattan Institute. 37-55.

Harvard Kennedy School Government Performance Lab. "Results-Driven Contracting: An Overview." 2016.

2015 Wichita Ground Maintenance Solicitation Document

2016 Wichita Ground Maintenance Solicitation Document

M Nov. 5 Results-driven contracting in practice

Guests: *Alice Heath and TBD*

Harvard Kennedy School Government Performance Lab. "Active Contract Management: How Governments Can Collaborate More Effectively with Social Service Providers to Achieve Better Results."

Harvard Kennedy School Government Performance Lab. "Shaking Up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness." 2016.

Boston.gov Design RFP.

W Nov. 7 Recruiting and Engaging Talent

Bilmes, Linda J. and W. Scott Gould. *The People Factor*. Washington, D.C.: Brookings, 2009: 3-97.

Partnership for Public Service. "A Makeover That Matters: The Extreme Hiring Makeover." 2004.

Partnership for Public Service. "Mission-Driven Mobility." 2012.

Partnership for Public Service. "The Biggest Bang Theory." 2013.

M Nov. 12 No Class (Veterans Day)

W Nov. 14 Performance Stat, Delivery Units, and Other Data-Driven Leadership Strategies

Behn, Robert. *The PerformanceStat Potential*. Washington, D.C.: Brookings, 2014: 1-226.

Perez, Teresita and Reece Rushing. *The Citistat Model*. Washington, D.C.: Center for American Progress, 2007.

DCStat Meeting video (choose one) (<https://oca.dc.gov/page/capstat>)

Simulation prep

M Nov. 19 Performance Stat in practice

Guest: Ben Shaffer

Elms, Brian with J.B. Wogan. *Peak Performance*. Washington, D.C.: Governing Books, 2016.

W Nov. 21 No Class (Thanksgiving)

M Nov. 26 Creating a Performance Culture

Guest: Martin O'Malley

W Nov. 28 Managing Government IT Projects

Guest: TBD

M Dec. 3 Overcoming Inertia: Turning around the Massachusetts Registry of Motor Vehicles

Sutherland, Jeff and J.J. Sutherland. *Scrum*. New York: Crown Business, 2014: 1-144.

Harvard Kennedy School Government Performance Lab. "Scrum Comes to the State House." 2017.

Guests: TBD

W Dec. 5 Concluding Discussion

Government Turnaround Management & Leadership Tips

F Dec. 7 Final project due

Reading period (Dec. 8-11) Final class meeting TBD for student presentations