

PUBLIC PERFORMANCE & MANAGEMENT REVIEW

Case Study Criteria

Public Performance & Management Review is a scholarly forum that addresses a broad range of factors influencing the performance of public and nonprofit organizations and agencies. Its objectives are to facilitate the development of innovative techniques and encourage a wider application of those already established; stimulate research and critical thinking about the relationship between public and private management theories; present integrated analyses of theories, concepts, strategies and techniques dealing with productivity, measurement and related questions of performance improvement; and provide a forum for practitioner-academic exchange. Continuing themes include managing for productivity, measuring and evaluating performance, improving budget strategies, managing human resources, building partnerships, and applying new technologies.

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Case Study Model for Public Performance and Management Review

I. Introduction to the Case

- What purpose does this case serve?
- What are the performance issues, problems, and interests relevant to the case?
- Is the geographic location of the case clear? Should it be masked?
- Who are the key actors that solve problems and make decisions, and can they clearly be identified?
- What constraints or dilemmas are confronting key decision makers or main actors?
- What is the case study setting: where, when, and why?

II. Background

- What is the historical information relevant to and leading up to the case study?

III. Narrative

- What are the recent developments leading to the issue, problem, or interest as outlined in the Introduction?
- What is the story and case content?

- What characters are involved in some type of action that engenders a decision as per an issue or a solution to a problem?
- What is the chronological sequence of the case narrative? (Convey using time markers, e.g., next, subsequently)

- Was a solution implemented, and if so by whom?
- What were the decision-making processes?
- Did the solution produce the intended results?
- What evidence, if any, supports this conclusion?
- What alternative solutions were considered?
- What events were critical to success or failure?

IV. Analysis

- Does the case support or conflict with existing public administration theory or assumptions about public productivity and performance?
 - Under the case study circumstances and given the problem, what should be done?
 - Was the resolution appropriate to the circumstances and useful in dealing with the problem?
 - What other options are available?