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Roles of performance measurement in local government

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Document Version

Publisher's PDF, also known as Version of record

Publication date:
2007

[Link to publication in University of Groningen/UMCG research database](#)

Citation for published version (APA):

van Elsacker, W. J. (2007). *Roles of performance measurement in local government: explorative case studies in Dutch municipalities*. [Thesis fully internal (DIV), University of Groningen]. EPM Sneek.

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7. Appendixes

Appendix I Tables

Construct	Aspect	Assumed value	Measures
Businesslike context	Uncertainty of objectives	(Relative) low	Goal specificity
	Ambiguity of objectives	(Relative) low	Multiplicity
	Integrated BPM	(Relative) integrated	Goal specificity
	Tightness of budgetary control	(Relative) tight	Tolerance for deviation Detailed follow-ups Intensity of discussions Emphasis on targets
Political context	Uncertainty of objectives	(Relative) high	
	Ambiguity of objectives	(Relative) high	
	Integrated BPM	(Relative) disintegrated	
	Tightness of budgetary control	(Relative) loose	
Task Uncertainty	Routiness		task analyzability and number of exceptions
BPM roles	Role description		phrase
BPM use	Design of AIS		financial/ non-financial, actual/budget, variance, and additive information.
	Quality of AIS		ease of use, content, accuracy, format, and timeliness

Table 28 Constructs and aspects

Information\ Roles	Answering role	Learning role	Ammunition role	Rationalizing role
(I) Actual	expected	expected		emphasis
(II) Budget	expected	expected	emphasis	
(III) Variance	emphasis	expected		
(IV) Additive		emphasis		

Table 29 Information-related aspect of BPM use

high		multiplicity ¹⁸⁵	low
7	Spatial Planning	Child care	0
6	Housing	Social and cultural policies and support	0
4	Public safety	Environmental care	0
3	Roads	District and villages development	0
2	Industry and small businesses	Traffic control	0
2	Welfare Payment and Income provision	Roads	0
2	Spatial development	Housing	0
2	Development and Real estate	Development and Real estate	1
1	Traffic control	Public safety	1
1	Public transport	Spatial Planning	1
1	Sports	Welfare Payment and Income provision	2
1	Social and cultural policies and support	Industry and small businesses	2
1	Environmental care	Public transport	2
0	Primary schools	Waste collection and disposal	3
0	Public libraries	Arts	3
0	Arts	Primary schools	3
0	Child care	Building permits	4
0	Waste collection and disposal	Public libraries	4
0	Sewerage and water disposal	Sewerage and water disposal	4
0	Building permits	Sports	4

Table 30 Level of multiplicity

high		routineness ¹⁸⁵	low
5	Welfare Payment and Income provision	Child care	0
5	Sewerage and water disposal	Arts	0
4	Building permits	Environmental care	0
3	Roads	Primary schools	0
3	Public transport	Public libraries	0
3	Public libraries	Public transport	0
3	Primary schools	Waste collection and disposal	1
2	Sports	Welfare Payment and Income provision	1
2	Waste collection and disposal	Building permits	1
1	Public safety	Sewerage and water disposal	1
1	Child care	Sports	1
1	Housing	District and villages development	1
0	Traffic control	Development and Real estate	2
0	Industry and small businesses	Industry and small businesses	2
0	Arts	Public safety	2
0	Social and cultural policies and support	Roads	2
0	Environmental care	Housing	2
0	Spatial Planning	Social and cultural policies and support	3
0	District and villages development	Traffic control	3
0	Development and Real estate	Spatial Planning	5

Table 31 Level of routineness

¹⁸⁵ Number of times selected by interviewees.

C1	Does the system provide the precise information you need?
C2	Does the information content meet your needs?
C3	Does the system provide reports that seem to be exactly about what you need?
C4	Does the system provide sufficient information?
A1	Is the system accurate?
A2	Are you satisfied with the accuracy of the system?
F1	Do you think the output is presented in a useful format?
F2	Is the information clear?
E1	Is the system user friendly?
E2	Is the system easy to use?
T1	Do you get the information you need in time?
T2	Does the system provide up-to-date information?

Table 32 EUCS instrument questions

<u>City</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>00 - 04</u>
Alkmaar	92.836	93.022	92.992	93.390	94.130	1,4%
Almere	142.765	150.398	158.902	165.106	170.943	19,7%
Amersfoort	126.143	128.035	129.720	131.221	132.955	5,4%
Apeldoorn	153.261	153.683	154.859	155.741	155.979	1,8%
Arnhem	138.154	139.329	140.736	141.528	141.747	2,6%
Breda	160.615	162.308	163.427	164.397	165.831	3,2%
Delft	96.095	96.180	96.936	96.588	95.653	-0,5%
Dordrecht	119.821	120.021	120.222	120.043	119.578	-0,2%
Ede	101.700	102.405	103.708	104.771	105.482	3,7%
Eindhoven	201.728	203.397	204.776	206.118	207.910	3,1%
Emmen	105.972	107.422	108.367	108.198	108.251	2,2%
Enschede	149.505	150.449	151.346	152.321	152.996	2,3%
Groningen	173.139	174.250	175.569	177.172	179.216	3,5%
Haarlem	148.484	148.377	147.831	147.097	146.931	-1,0%
Haarlemmermeer	111.155	113.553	118.553	122.902	127.392	14,6%
Heerlen	95.147	95.149	95.004	93.969	93.451	-1,8%
Leeuwarden	88.887	89.453	90.516	91.284	91.357	2,8%
Leiden	117.191	117.022	117.170	117.689	118.884	1,4%
Maastricht	122.070	122.163	122.005	121.982	122.449	0,3%
Nijmegen	152.200	153.705	154.616	156.198	157.490	3,5%
's-Gravenhage	441.094	442.356	457.726	463.826	469.402	6,4%
's-Hertogenbosch	129.034	130.477	131.697	132.501	133.628	3,6%
Sittard-Geleen	97.950	97.950	97.953	97.806	97.486	-0,5%
Tilburg	193.116	195.819	197.358	197.917	198.753	2,9%
Venlo	64.864	90.500	91.400	91.780	92.042	41,9%
Utrecht	233.667	256.420	260.625	265.151	270.089	15,6%
Zaanstad	135.762	136.115	137.669	139.464	139.733	2,9%
Zoetermeer	109.941	110.129	110.500	112.594	114.131	3,8%
Zwolle	105.801	107.373	109.000	109.955	110.866	4,8%

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Table 33 Selection of Dutch Municipalities

Appendix II Researched documents

General municipal documents

English	Dutch
Executive program 2002-2006	Collegeprogramma 2002-2006
Description of products (Program Budget)	Productomschrijving Programmabegroting
Description of products (Sector plan)	Productomschrijving Sectorplan
Guidelines Annual Report	Richtlijnen Jaarrekening
Quick scan Program Budget	Quick Scan Programmabegroting

Municipal documents 2004 en 2005

English	Dutch
Input Pre-budget Report 2004	Input Kaderbrief 2004
Financial Position 2004	Financiële positie 2004
Pre-budget Report 2004	Kaderbrief 2004
Program Budget 2004, key decisions	Beslisdocument Programmabegroting 2004
Program Budget 2004	Programmabegroting 2004
Response to Council's questions on Program Budget 2004	M van Antwoord Programmabegroting 2004
Interim Report 2004	TURAP 2004
Annual Report 2004	Jaarrekening 2004
Response to Council's questions on Annual Report 2004	Memorie van Antwoord Jaarrekening
Executive Program 1002-2006	Collegeprogramma 2002-2006
Description of products (Program Budget)	Productomschrijving Programmabegroting
Description of products (Sector plan)	Productomschrijving Sectorplan
Medium-term objectives 2005-2009	Meerjarenbeleidskader 2005-2009
Input Pre-budget Report 2005	Input Kaderbrief 2005
Financial Position 2005	Financiële positie 2005
Pre-budget Report 2005	Kaderbrief 2005
Program Budget 2005, key decisions	Beslisdocument Programmabegroting 2005
Program Budget 2005	Programma Begroting 2005
Response to Council's questions on Program Budget 2005	M van Antwoord Programmabegroting 2005

Operational documents Welfare Payment 2004 en 2005

English	Dutch
Sector Plan 2004	Sectorplan 2004
Operational Audit Social Affairs	Operational Audit Sociale Zaken
Operational Report 2004	Verslagen van uitvoering 2004
Sector Plan 2005	Sectorplan 2005
Interim Report 2004-I	Kwartaalrapportage - I

Operational documents Sewerage 2004 en 2005

English	Dutch
Sector Plan 2004	Sectorplan 2004
Quarterly Report 2004-I	Kwartaalrapportage 2004 - I
Quarterly Report 2004-II	Kwartaalrapportage 2004 - II
Quarterly Report 2004-III	Kwartaalrapportage 2004 - III
Sector Annual Report 2004	Sectorrekening/Sectorrapportage 2004
Sector Plan 2005	Sectorplan 2005
Quarterly Report 2005-I	Kwartaalrapportage 2005 - I

Operational documents Economic Policy 2004 en 2005

English	Dutch
Sector Plan 2004	Sectorplan 2004
Quarterly Report 2004-I	Kwartaalrapportage 2004 - I
Quarterly Report 2004-II	Kwartaalrapportage 2004 - II
Quarterly Report 2004-III	Kwartaalrapportage 2004 - III
Sector Annual Report 2004	Sectorrekening/Sectorrapportage 2004
Sector Plan 2005	Sectorplan 2005
Quarterly Report 2005-I	Kwartaalrapportage 2005 - I

Operational documents Spatial Planning 2004 en 2005

English	Dutch
Sector Plan 2004	Sectorplan 2004
Quarterly Report 2004-I	Kwartaalrapportage 2004 - I
Quarterly Report 2004-II	Kwartaalrapportage 2004 - II
Quarterly Report 2004-III	Kwartaalrapportage 2004 - III
Sector Annual Report 2004	Sectorrekening/Sectorrapportage 2004
Sector Plan 2005	Sectorplan 2005
Quarterly Report 2005-I	Kwartaalrapportage 2005 - I
