



Creating Public Value in Probation Services  
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# Probation: a wicked issue

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- Knowledge: little hard evidence
  - Stakeholders: many, fragmented
  - Challenge: create public value
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# Historical context: reactions to strategic challenges in policy and organizations

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- Traditional bureaucracy
  - New Public Management
  - Networks
  - Public Value Management
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# Traditional bureaucracy: Old Public Administration

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- Politics sets goals and input; civil servants follow, supply-driven
  - Legitimacy: sticking to procedures and rules; equality before the law, treating similar cases similarly
  - Accountability through politics (elections)
  - Proces: steering top-down, accountability bottom-up
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# Pros and Cons OPA

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- legal, predictable
  - Administrative inefficiency
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# New public management NPM

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- Effectivity and efficiency: demand driven, cumulation of clients' wishes
  - Politics sets targets, accountability afterwards; managers do the managing, without interference
  - Legitimacy: showing results
  - Measurable performance
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# Pros & Cons NPM

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- Focus on quality, transparency, professionals provide services to clients, effectivity and efficiency etc.
  
  - However: if targets become overly important these trigger perverse effects and opportunistic behaviour. Professionals become alienated from their work. Catering for individual client's wishes prevails over the common good
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# Networks

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- Problems (perceived as ) highly complex
  - Interdependency
    - Resources: money, knowledge, access etc
    - many partners (state, civil society, business), some international
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# Pros and cons networks

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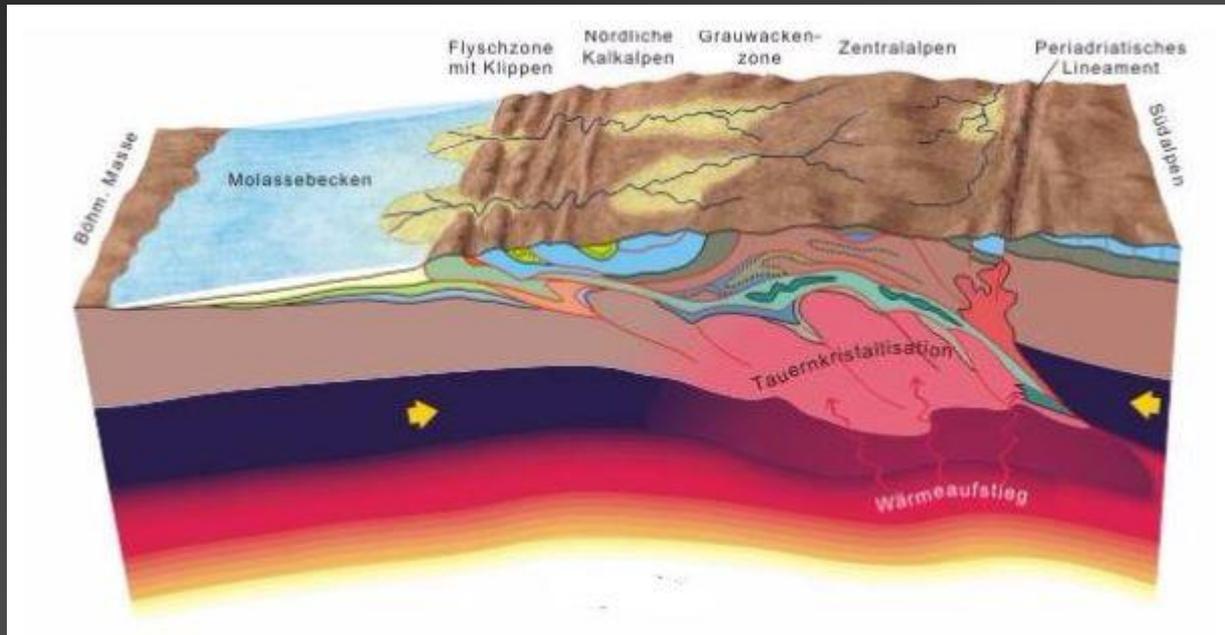
- Collaboratively dealing with complex societal problems, sharing knowledge and other resources.
  - ‘talking shop’ mentality; takes time and energy, sometimes limited results
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# Public value management

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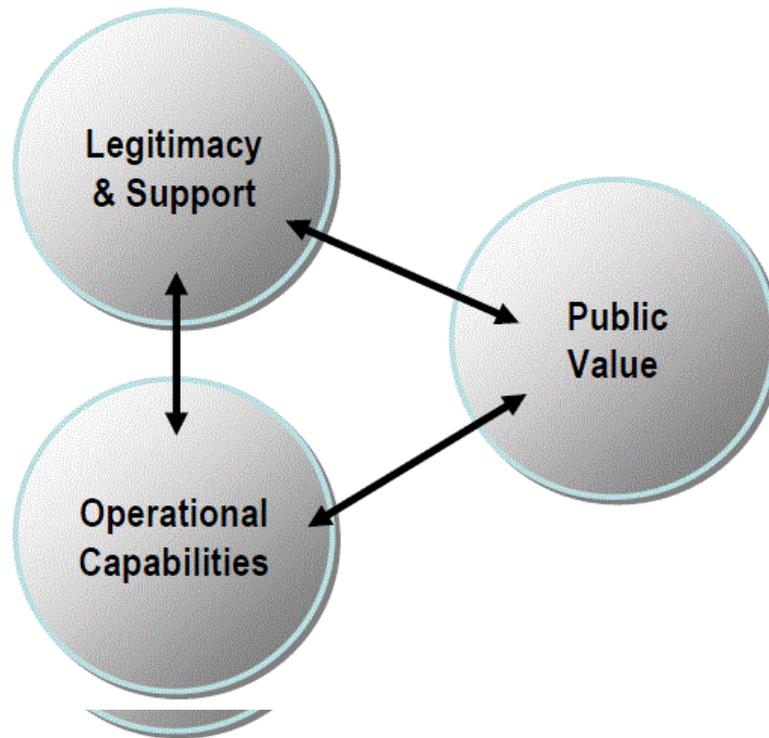
- Government and public organizations are not only regulators or service providers but capable of creating real public value.
  - Public managers develop 'restless value-seeking imaginations'
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Not phases, but cumulation of focusses, dependent on context



# What is PVM? Strategic triangle

## Strategic Triangle



# Heterogeneity in defining Public Value

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- Punishment, retaliation
  - Protecting society against harm and violation of rules
  - Reintegration of individuals
  
  - In an open society: justice and fairness, also for obligatees
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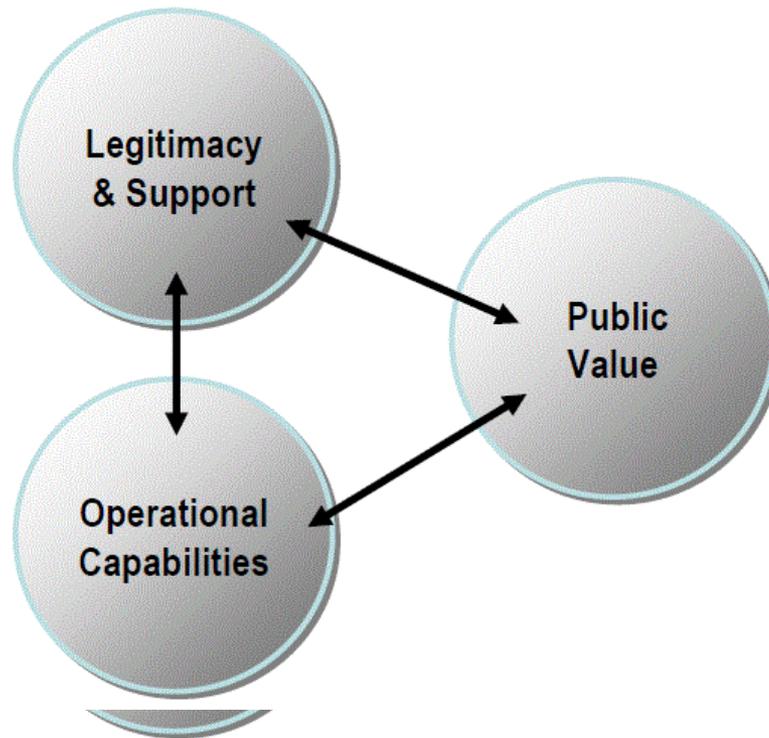
# What is public value?

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- What the public values
  - What is of value to the public
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# What is PVM? Strategic triangle

## Strategic Triangle

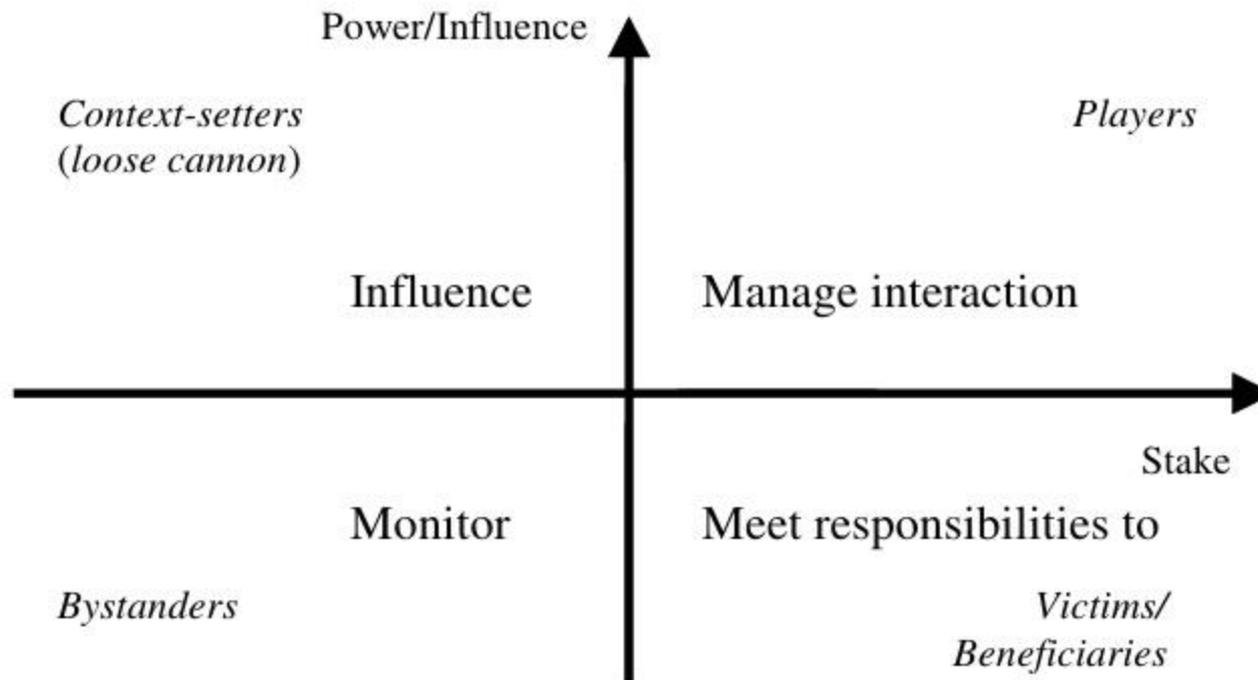


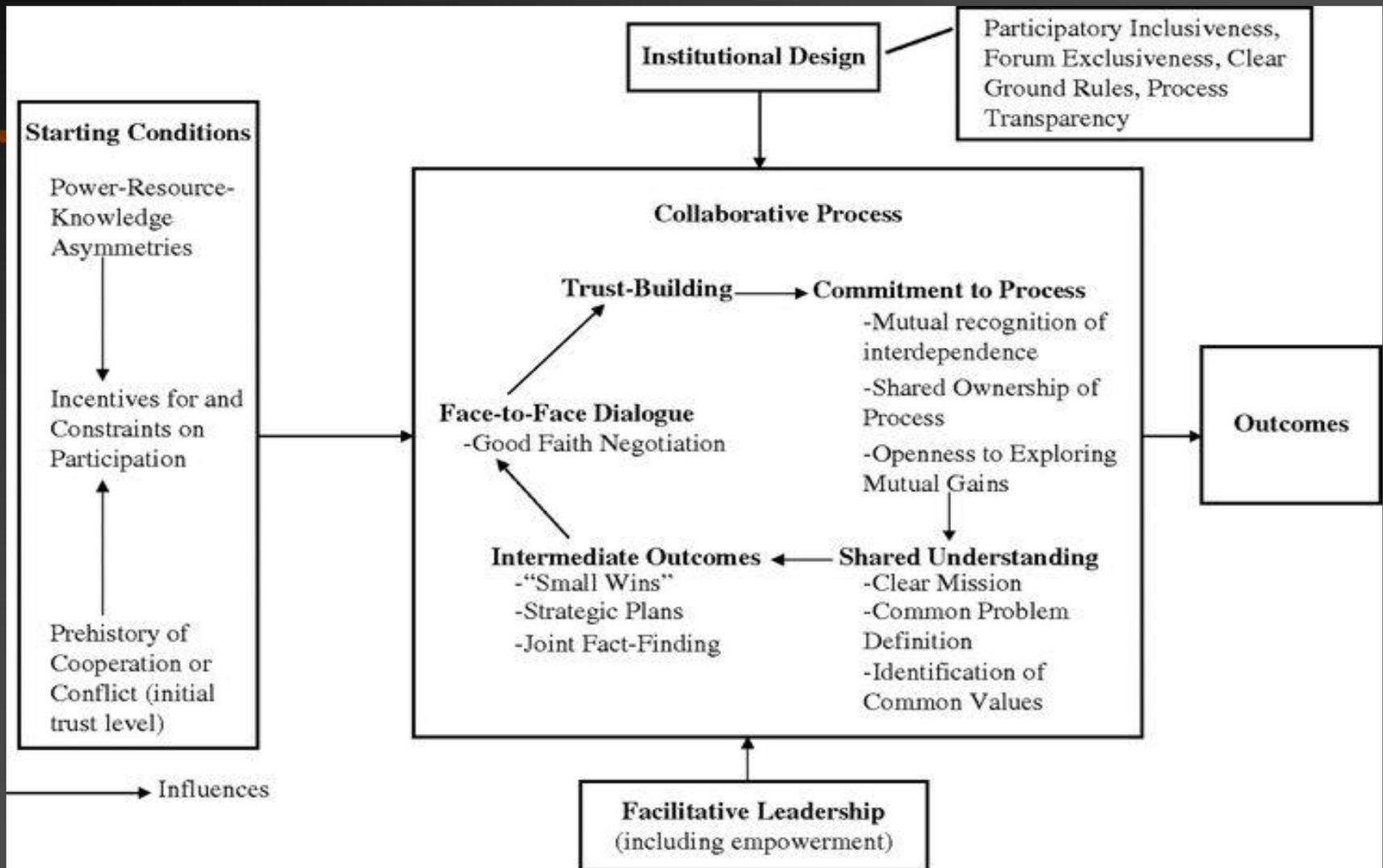
# Heterogeneity in the authorizing environment

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- Network partners
  - Accountability
    - Govt dept Security & Justice
    - Govt dept social affairs, care
    - Local authorities
    - Victims, media
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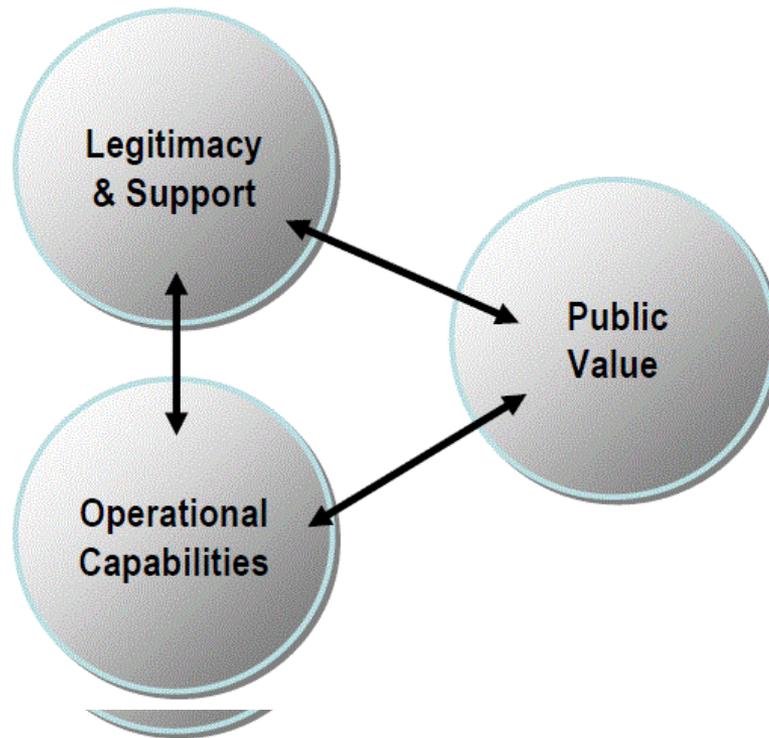
# Stakeholder Identification





# What is PVM? Strategic triangle

## Strategic Triangle



# Challenges & opportunities in operational capacity

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- Professionals: learning
    - Pressured by media, victims, courts?
    - Reflective practitioners co-creating public value
  - Co-producers: clients/obligatees, relatives, friends
  - Blueprints or design thinking? Ongoing innovation, with network partners
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# Creating public value

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Do

- Philosophical management: what is public value?

as well as

- Political management: how to organize legitimacy and support in a heterogeneous context?

and

- Technical/organizational management: how to organize operational capacity?
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