THE WORKSHOP ON
“GAMING IN PERFORMANCE MANAGEMENT REFORMS AND ITS COUNTERMEASURES”

Department of Political Science
National University of Singapore (NUS)

&

Public Performance & Management Review

11-12 January 2019

Evans Function Room, Guild House, NUS
9 Kent Ridge Drive, Singapore, 119241

Programme

Funded by Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 2
Project No.: MOE2015-T2-2-074
“Gaming in Performance Management Reforms and Its Countermeasures”

11-12 January 2019
Venue: Evans Function Room, Guild House, NUS
9 Kent Ridge Drive, Singapore 119241

10th January, Thursday
18:00 – 20:00 Dinner at The Scholar Restaurant, Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore, 119241, Tel: +65 6779 1811

11th January, Friday
09:00 – 09:10 Welcome Remarks
09:10 – 10:10 Session Chair: Jie Gao (Department of Political Science, NUS)

1. Christopher Hood (All Souls College, University of Oxford)
   “Goodhart’s Law and the Gaming of UK Public Spending Numbers”
   • Discussant: Kaifeng Yang (School of Public Administration and Policy, Renmin University of China & Florida State University)

10:10 – 10:30 Tea Break
10:30 – 12:30 Session Chair: Richard Walker (Department of Public Policy, City University of Hong Kong)

2. Jeannette Taylor (Department of Political Science and International Relations, University of Western Australia)
   “Causes of Gaming Behavior in Performance Management: Rational Choice, Identity Economics, and Green Tape Perspectives
   • Discussant: Hon Chan (Department of Public Policy, City University of Hong Kong)

11:30 – 12:30 3. Kaifeng Yang (School of Public Administration and Policy, Renmin University of China & Florida State University)
   “Explaining Gaming in Performance Reporting Accountability Context and Individual Characteristics"
   • Discussant: Alfred Ho (School of Public Affairs and Administration, University of Kansas)

12:30 – 14:00 Buffet Lunch at Guild House
14:00 – 16:20  **Session Chair: Christopher Hood** (All Souls College, University of Oxford)

14:00 – 15:00  4. **Alfred Ho** (School of Public Affairs & Administration, University of Kansas)
   “Do Local Governments Game in Performance Goal Setting? An Empirical Test of U.S. Local Governments”
   • **Discussant: Richard Walker** (Department of Public Policy, City University of Hong Kong)

15:00 – 15:20  Tea Break

15:20 – 16:20  5. **Shlomo Mizrahi** (School of Political Science, University of Haifa)
   “Performance Funding and Management in Higher Education: A Network-Related Principal-Agent Framework”
   • **Discussant: Shamsul Haque** (Department of Political Science, NUS)

16:30 – 18:30  Free Time

18:30 – 20:30  Welcome Dinner at **Red House Seafood Restaurant**, 3C, River Valley Road, #01-02/03, The Cannery, Singapore 179022, Tel: +65 6442 3112

**12 January, Saturday**

9:00 – 10:00  **Session Chair: Hon Chan** (Department of Public Policy, City University of Hong Kong)

9:00 – 10:00  6. **Shamsul Haque** (Department of Political Science, NUS)
   “New Significance of Performance Management in Southeast Asia: Formalism and Its Causes and Consequences”
   • **Discussant: Liang Ma** (Department of Public Administration, Renmin University of China)

10:00 – 10:20  Tea Break

10:20 – 11:20  **Session Chair: Yang Kaifeng** (School of Public Administration and Policy, Renmin University of China)

10:20 – 11:20  7. **Liang Ma** (Department of Public Administration, Renmin University of China)
   “Gaming by Design: A Case Study of Performance Information Cheating in China’s Hospitals”
   • **Discussant: Shlomo Mizrahi** (School of Political Science, University of Haifa)

11:20 – 12:20  8. **Jie Gao** (Department of Political Science, NUS)
   “Curbing Gaming in Performance Management in China: Dilemmas, Strategies and Challenges”
   • **Discussant: Jeanette Taylor** (Department of Political Science and International Relations, University of Western Australia)

12:20 – 12:30  Wrap-Up

12:30 – 14:00  Buffet Lunch at Guild House
Conference Information

1. Conference Venue
   National University of Singapore, Guild House
   9 Kent Ridge Drive, Singapore, 119241

2. Presentation & Discussion
   Each session has 1-2 presentations.
   Each presentation is about 25-30 minutes, followed by discussants’ comments (10 minutes) and Q&A (25-30 minutes).

3. Accommodation Venues
   (I) NUS Kent Vale Residences:
   Address: 107 Clementi Road, S129790
   Contact: +65 6601 1881

   (II) Park Avenue@Rochester Hotel
   Address: 31 Rochester Drive, S138637
   Contact: +65 6808 8600

4. Transportation from Changi Airport to hotels
   • To Kent Vale: By taxi (approximately SG$25-35); By MRT: Alight at Clementi Station. Then transfer to SBS Transit No. 96 (bus) and alight at NUS Faculty of Engineering
   • To Park Avenue @ Rochester Hotel: by taxi (approximately SG$25-30); By MRT: Alight at Buona Vista Station (5-minute walk to hotel)

5. Transportation from hotels to Guild House
   Our student assistants will guide you to Guild House on conference days.
   • From Kent Vale: Take NUS internal shuttle bus BTC1 and alight at AS5
   • From Park Avenue @ Rochester Hotel: Take SBS Transit No.95 (bus) at the bus stop opposite the station or take the hotel shuttle bus to NUS Central Library. Then transfer to NUS internal shuttle bus A1, B1 or BTC1 and alight at AS5.

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