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)

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