

**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

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# “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

## 10<sup>th</sup> 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

## 11<sup>th</sup> 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)
- 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)
- 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