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# The Structure and Performance of Inter-organizational Relationships within Public Service Delivery Networks

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# Aspects of Structure

- Governance functions
  - Control and Coordination
- Interdependencies in service delivery
- Intensity of inter-organizational interactions

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# Structure and Performance

## 1. Governance Structure

- Delineate roles & responsibilities
  - Formal contracts, inter-organizational agreements, network governing group
- Coordinate shared activities
  - Group coordination committee

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# Structure and Performance

## 2. Service Delivery Characteristics

- Task interdependence

## 3. Operational interactions

- Joint decision making, information sharing, resource sharing

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# Controls

- Partner Characteristics
  - Trustworthiness, shared purpose
- Network Characteristics
  - Size, sector composition, lead organization size

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# Performance Measures

- Service Delivery Outcomes
  - Improved service delivery to clients
  - Broadened views by lead organization about service delivery
- Network Relationship Outcomes
  - Improved working relationships
  - Increased subsequent ties/activities

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# Estimation

- Data on 138 partnerships operating within 26 networks
- Providing family preservation services in Los Angeles County
- Random-effects model

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# Results: Service Delivery

- Service Delivery to Clients
  - Improved with formal contract governance
  - Improved with more joint decision making
  - Improved with more shared information
- Broadened views by lead organization
  - Improved with more shared resources
  - Improved with more shared information

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# Results: Network Relationships

- Working relationships
  - Improved with formal contract governance
  - Harmed by joint contracting
  - Improved by more shared resources
  - Improved by more shared information
- Subsequent Ties/Activities
  - Increased with more shared information

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# Conclusions: Structural Arrangements

- Formal written contracts promote effectiveness
- Interactions (shared decision making, resources, information) improve performance
- None of the group processes (network-level group governance, group coordination, integrated case management) had an impact on performance

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# Conclusions: Role of Sector

- More sector diversity in networks
  - Decreases service delivery effectiveness to clients
  - Increases subsequent ties among organizations, but
  - Subsequent ties decrease with the percentage of businesses in the network
- Dyadic relationships between same-sector organizations
  - Decreases delivery effectiveness to clients, but
  - Broadens service delivery views of lead organizations