

Public Sector Performance Management Principles

Shelley H. Metzenbaum

*Executive Session on Public Sector
Performance Management*

*Kennedy School of Government
Harvard University*

**[www.ksg.harvard.edu/visions/
performance_management](http://www.ksg.harvard.edu/visions/performance_management)**

smetzenbaum@aics.net

Improve Outcomes

- **EPA & Charles River – 19 to 65 % swimmable**
- **Next-day mail delivery rates – 79 to 94%**
- **NYC dirty sanitation sections - over 30% to zero**

Strengthen Democracy

- **New York City Police crime rate and police abuse**
- **IRS fairness and friendliness**

Use it or useless!

Internal to organization

- **communicate priorities (DOT),**
- **assess progress (USPS),**
- **align efforts (Charlotte),**
- **learn (TN teachers), and**
- **motivate (Charles River.)**

Enlist and engage!

External to organization

- **clarify expectations (DOT),**
- **enlist assistance and expertise (EPA),**
- **shared objectives (WA),**
- **communicate with citizens (DC, educ.),**
- **motivate (Coast Guard and MD recycling),**
- **benchmark and learn (Oregon counties.)**

Key Characteristics - Goals

- **Simple, resonant, understandable (DOT)**
- **Outcome-focused (Charles River)**
- **Time and location specific (CR)**
- **Challenging but realistic (NY graffiti)**
- **Public (DC)**
- **Cascading down/rolling up -- new work/new roles, lead resp., supporting resp.**

Key Characteristics - Progress Measures

- **Outcome-focused (IL family services)**
- **Fresh (USPS)**
- **Frequent (geographically and temporally)**
- **Fact-based (USPS, Rikers)**
- **Multiple measures at multiple levels (Charles River)**
- **Readily available/visible (Vermont)**

Progress Measures - Fresh, frequent measures reveal when and where problems arise

Description	Town	River Mile	2/15/00	3/21/00	5/16/00	6/20/00
Central Street Bridge	Milford	3.5	1100	380	120	240
Discharge Pipe @ Central Street	Milford	3.5	1470	2100	3400	3000
2d Discharge Pipe @ Central Street	Milford	3.5		<10	260	840
Mellen St. Bridge	Bellingham	5.9		490	140	170
Rt. 126, N. Main	Bellingham	9.0	340	10	120	70
Maple Street Bridge	Bellingham	12.9	70	<10	60	30
Shaw St. Bridge	Franklin	16.5	280	10	90	60
Populatic Pond Boat Launch	Norfolk	19.9		30	40	

Source: Charles River Watershed Association website

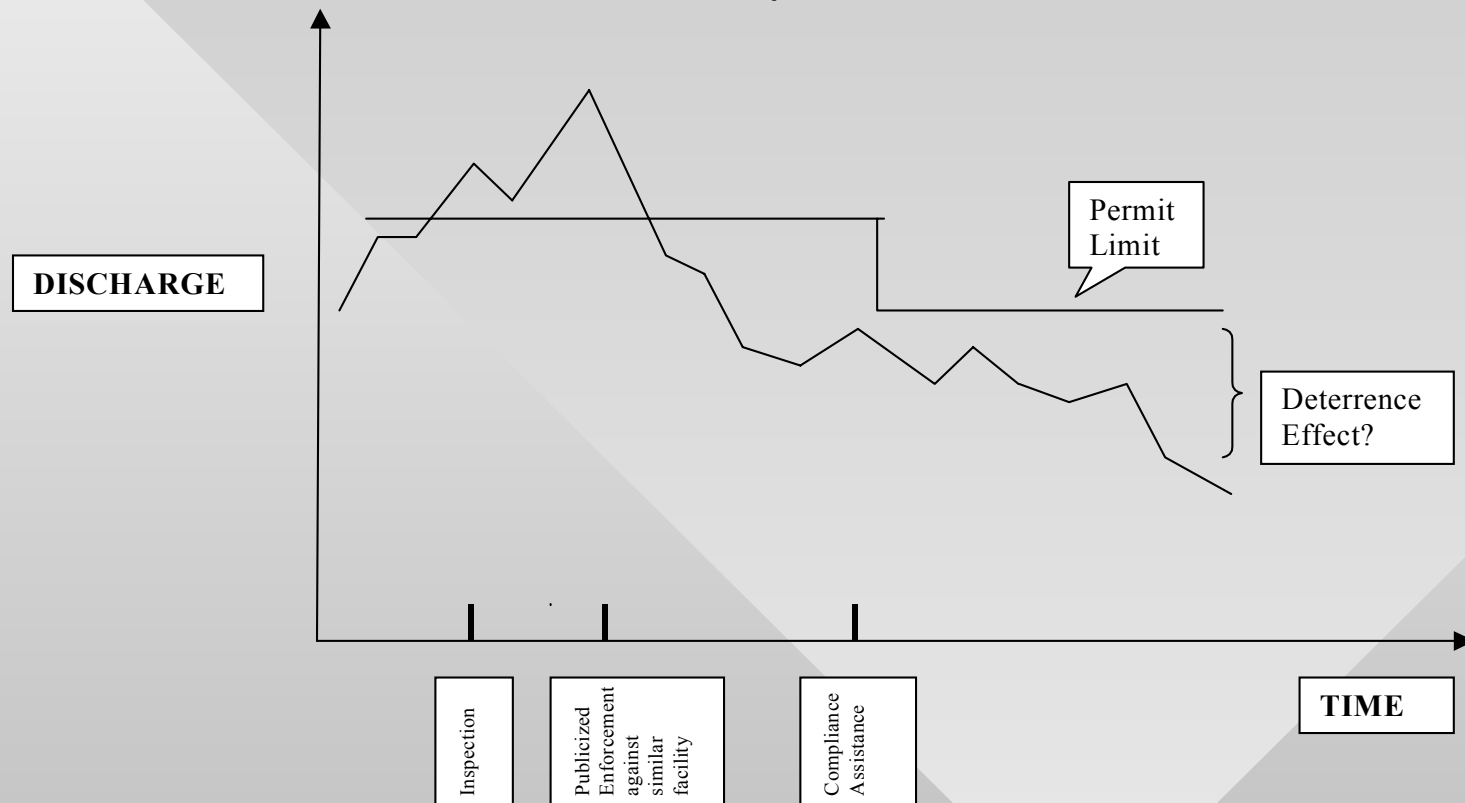
Progress Measures -- Segmentation encourages tailored solutions.

**Charles River Bacteria Data - % of Time
Water Quality Standards Attained**

	1995	1996	1997	1998
Overall				
<i>Boating</i>	39	57	70	83
<i>Swimming</i>	19	21	34	51
Dry				
<i>Boating</i>		94	87	98
<i>Swimming</i>		40	56	85
Wet				
<i>Boating</i>		45	61	74
<i>Swimming</i>		15	22	31

Progress Measurement that Motivates, Reveals Progress

PROPOSED FACILITY-SPECIFIC POLLUTION-REDUCED PERFORMANCE MEASURE Environmental Compliance Consortium



Progress Measures - Visible, Point-of-Use

- Charles River daily flags at boat houses
- London subway statistics at station

Key Characteristics - How Goals and Measures are Used

- **Regularly and interactively (COMPSTAT)**
- **Inspire, motivate, inform (Baltimore)**
- **Engage essential allies (Charles, Coast Guard, mines)**
- **Enlist the media (DC)**
- **Align expectations (Vermont)**
- **Learning, not punishment**

Key Characteristics -- Organizational Design

- **Performance Unit (USPS, NYPD, CR)**
- **Goal Manager**
- **Analytic Capacity for learning, *then* accountability**
 - **Progress finding**
 - **Problem finding**
 - **Opportunity searching**

An Important Caveat

- ***Learning vs. accountability***
- ***Performance over punishment !***

Outcome-focused Goals and Measures ...

- ***Improve Outcomes***
- ***Strengthen Democracy***

**A powerful tool for Leveraging,
Leadership, and Learning**

Uses of Performance Goals and Measures

- **Communication**
- **Motivation**
- **Feedback**
- **Learning**
- **Enlistment**
- **Alignment**
- **Coordination**

Performance Management

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***What can you start to do today
to tap the power of managing
and communicating with
outcome-focused goals and
measures?***

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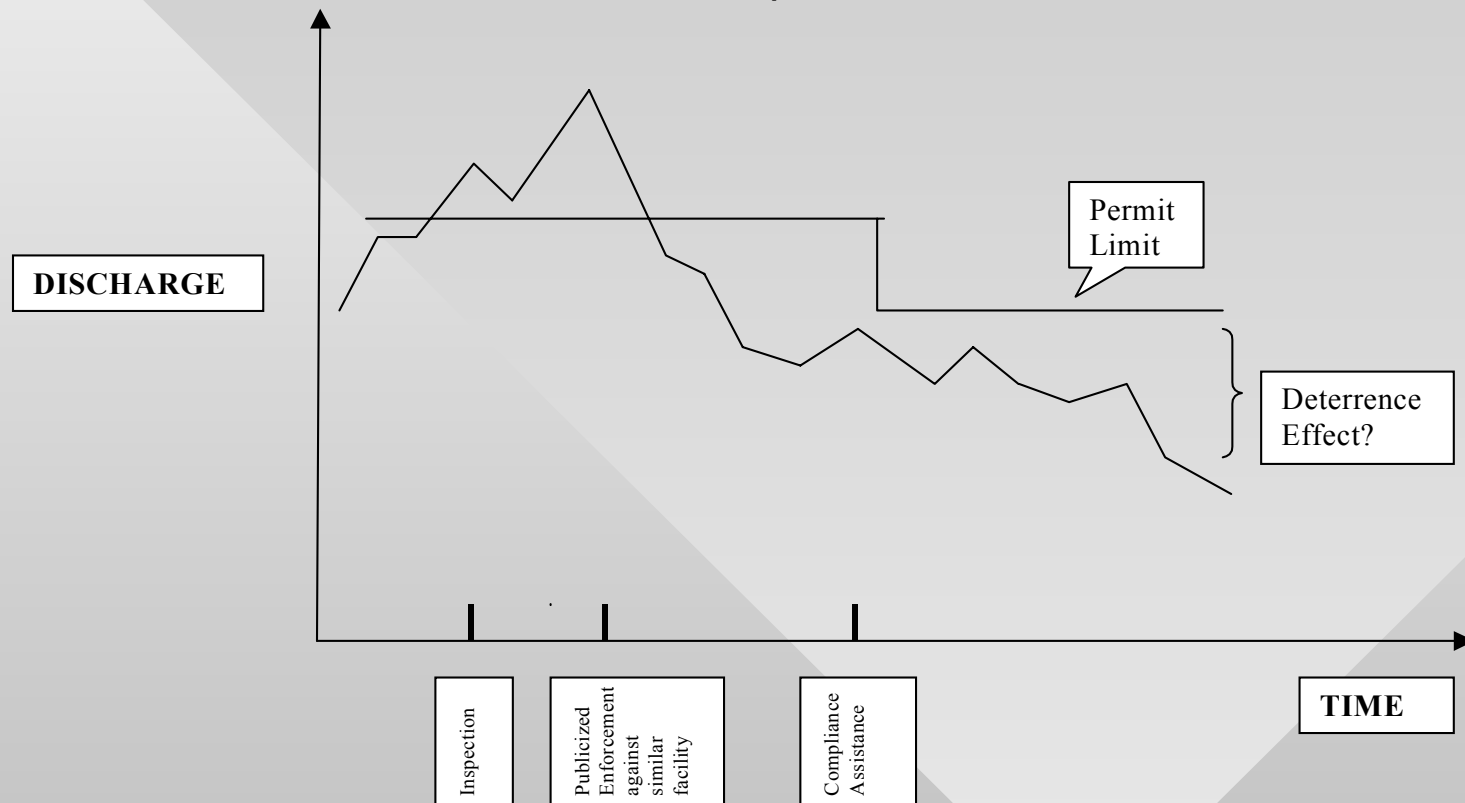
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