

Public Sector Performance Management Principles

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*Executive Session on Public Sector
Performance Management*

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

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), and**
- **motivate (TN teachers.)**

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

- **Outcome-focused (Charles River)**
- **Few, simple, resonant at the top (DOT)**
- **Challenging, but realistic (NY graffiti)**
- **Cascading down and rolling back up**
 - ***New work/new roles (precincts, CR)***
 - ***Lead responsibility (Charlotte focus area leaders)***
 - ***Supporting responsibility (Charlotte focus area cabinet, deputies)***

Key Characteristics

- **Broadly used (VT)**
- **Visible (VT and EPA)**
- **Interactive and informational**
- **Frequent and fresh**
- **Segmentable (Coast Guard)**
- **Fact-based (USPS)**

An Important Caveat

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

Uses of Performance Goals and Measures

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

Outcome-focused Goals and Measures ...

- *Improve Outcomes*
- *Strengthen Democracy*
- Powerful tool
 - leveraging
 - leadership
 - learning
- Use it or useless! What can **you** do next to realize full value of measurement?