
*What gets measured gets done.
True in the public sector?*

Public Performance Measurement & Reporting Conference
Tools & Techniques for Performance Measurement:
Organizational Leadership
September 23, 2011
By Jeff Tryens

*The Performance Mantra:
What gets measured gets done.*

*It's just a bit more complicated than
that.*

Examples from:

South Australia's Strategic Plan

State of Oregon's Benchmarks

City of Portland's Parks Bureau

Columbia River Gorge Commission

How This Measurement Business Really Works

What gets measured properly gets done.

Many performance measures are like corks floating on the ocean with little relationship to performance.



PM

TIME

What makes a good performance measure?

1. It's SMAART

Specific, Measurable, Ambitious,
Achievable, Reliable and Time-bound.

2. It's measurable over appropriate intervals.

3. It's understandable.

4. It, ideally, allows for comparisons.

AND

5. It actually measures performance linked to goals.

How This Measurement Business Really Works

What gets measured properly gets done.

with the right grounding

Good grounding = having a solid measurement typology.

Condition –

Measures the state of health of an area of strategic focus (e.g. % of children in the community, whose first language is not English, reading at grade level).

Intervention –

Measures the application of, or effectiveness of ,strategies employed to change the condition of an area of strategic focus (e.g. % of English as a Second Language (ESL) parents participating in their child's educational program).

Operating –

Measures the amount, frequency or efficiency of products or services (e.g. # of parent contacts per ESL child or cost per parent contact).

Perception –

Measures views that citizens, customers , stakeholders or authorizers have regarding the quality of a condition, strategic intervention or work product (e.g. % of parents of ESL students who believe their child is progressing satisfactorily).

Demand –

Important features of the world around that create the need for public action but NOT performance indicators (e.g. percent of parents whose first language is not English).

Performance –

Condition, intervention, operating or perception measure used to assess plan, organization or operational unit's performance.

My preferred typology differs somewhat from the norm.

Demand

PROCESS MEASURES

RESULT MEASURES

INPUTS

OUTPUTS

OUTCOMES

IMPACT

What we put in

What we create

What results

What difference it makes

Input

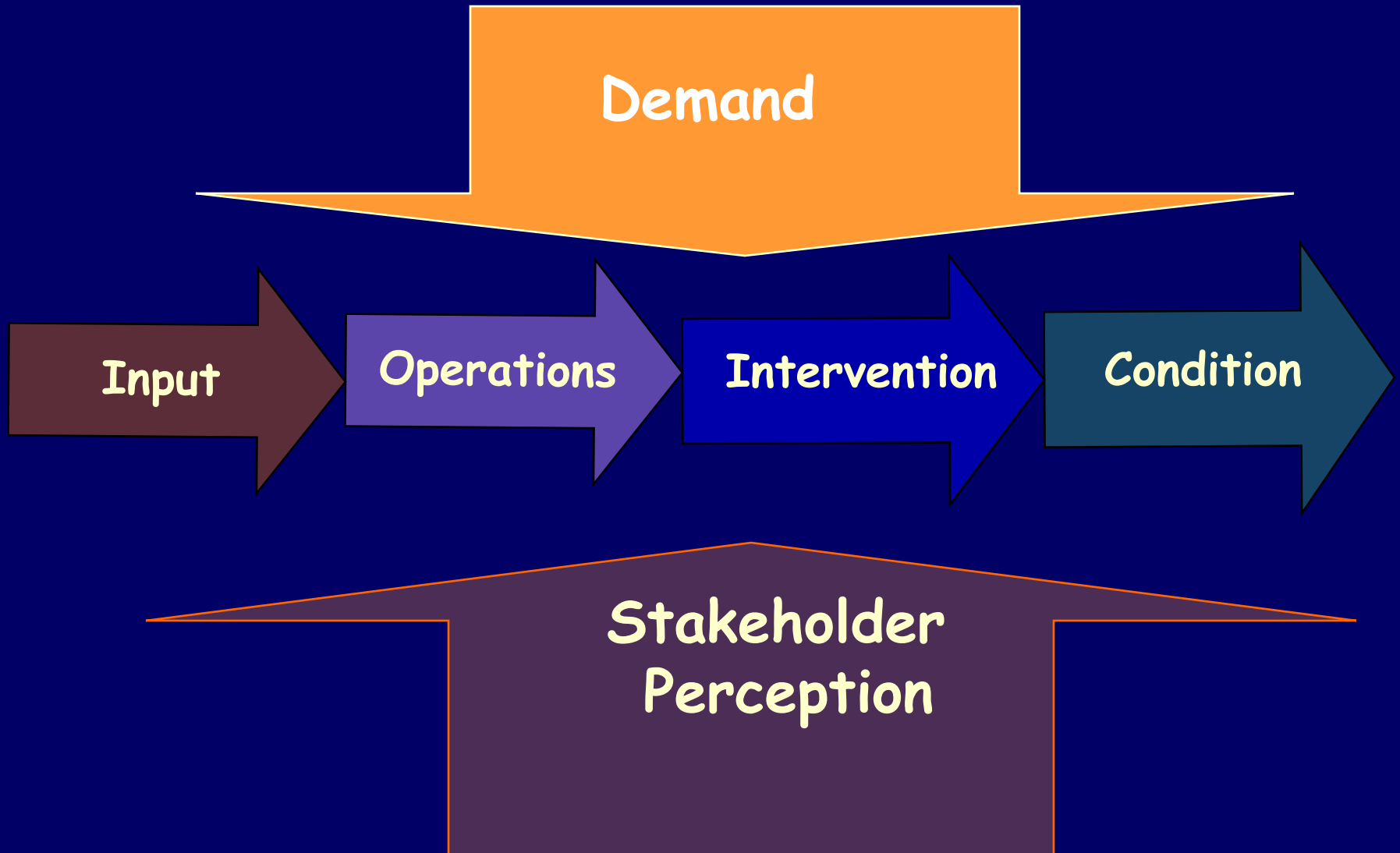
Operations

Intervention

Condition

Stakeholder
Perception

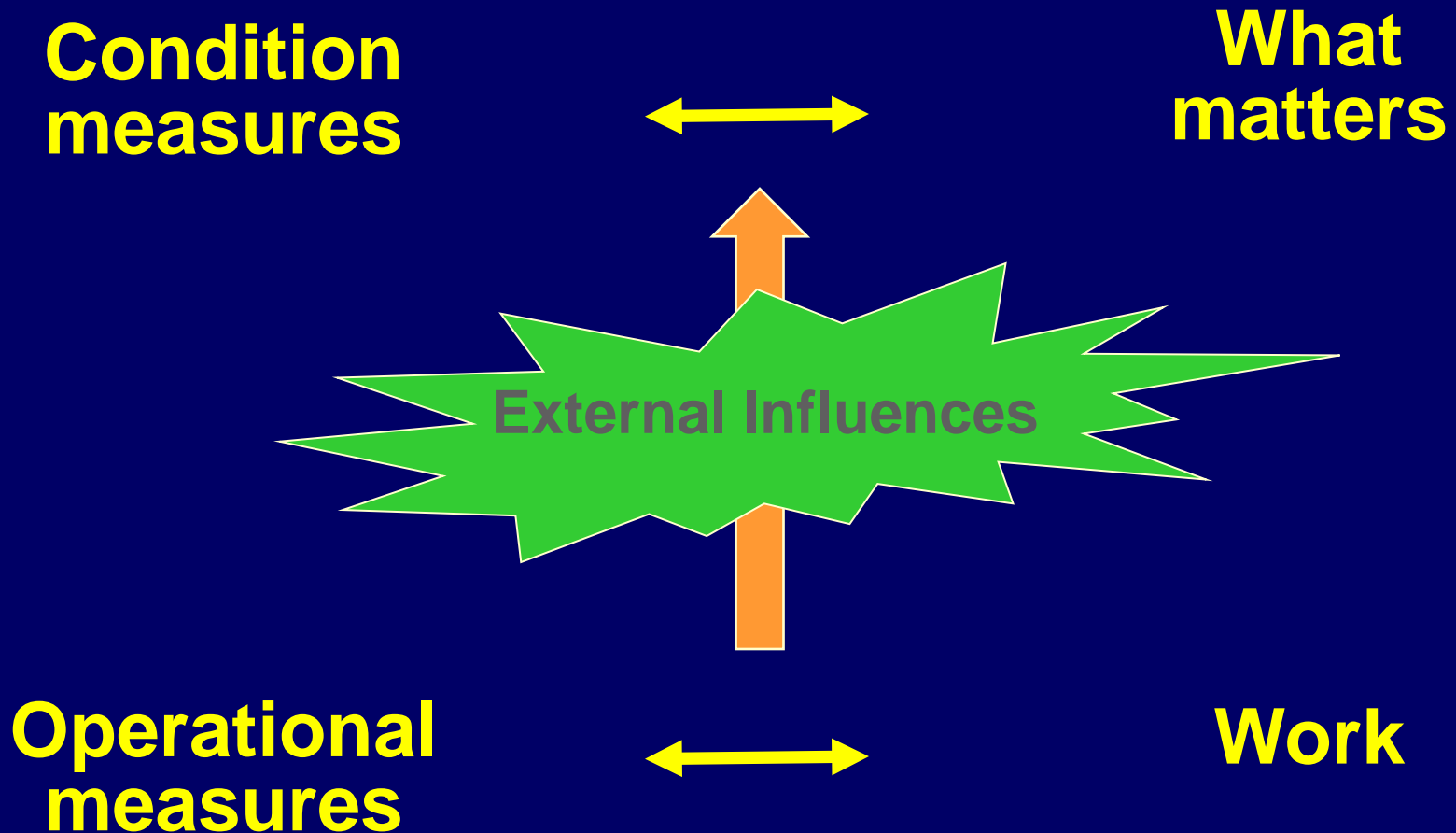
My preferred typology differs somewhat from the norm.



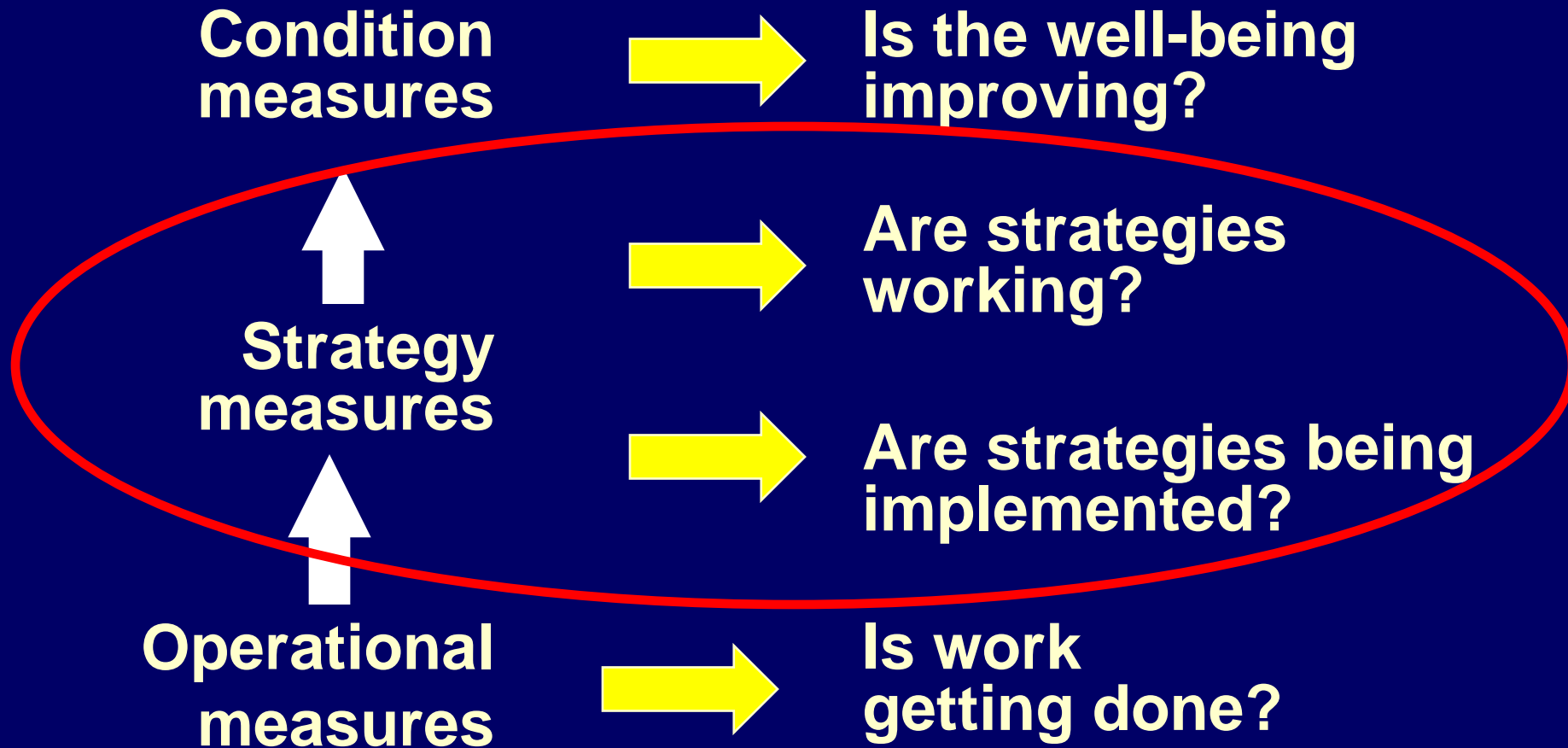
Good grounding = engaging in rigorous strategic planning.



Government dilemma – Meaningful performance measures are often outside its control.



Agencies should strive for PMs they influence but probably don't completely control.



What gets measured *properly* *gets done* *even when the news is not good.*

with the right grounding
when accountability is serious

In summary, what gets measured gets done if:

1. measures are robust;
2. the development process is meaningful;
3. accountability for results is in place; and
4. leaders are committed.

Examples from:

South Australia's Strategic Plan

State of Oregon's Benchmarks

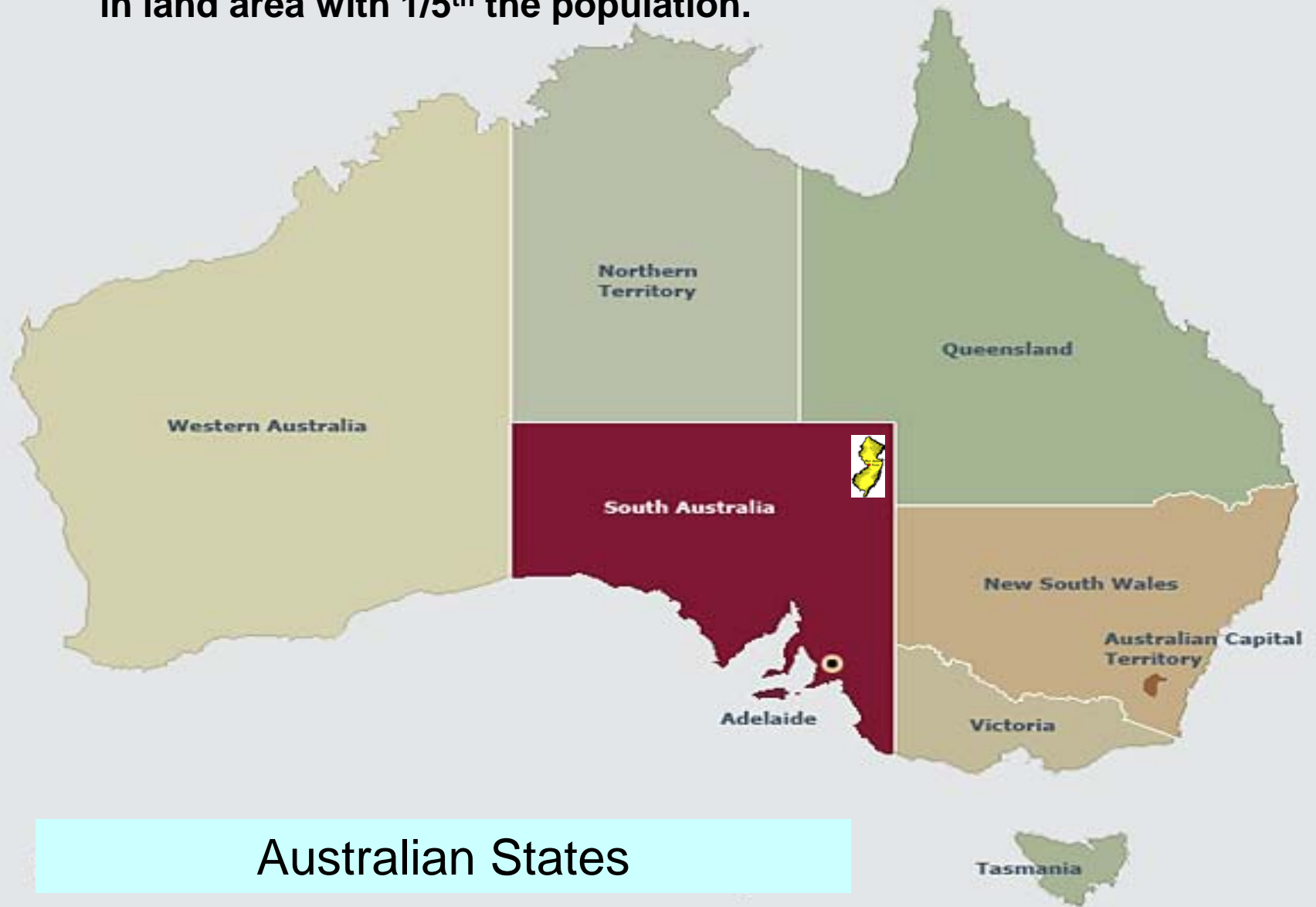
City of Portland's Parks Bureau

Columbia River Gorge Commission

(& a little about NYC)

South Australia's Strategic Plan

**SA is 20 times larger than New Jersey
in land area with 1/5th the population.**



Australian States

South Australia's Strategic Plan

1. Robust measures

Lead agencies were required to develop “headline” key performance measures that embody SMAART characteristics.

2. Meaningful development process

Performance measures are directly linked to community-supported “Targets” through implementation plans.

3. Accountability in place

“KPIs” are included in agency director performance agreements and an independent audit committee reviews Target trends.

4. Leaders committed

High-level group regularly reviews plan progress.

State of Oregon's Links to Benchmarks

Updated 4/13/2007

Module 1: OREGON'S PROGRESS

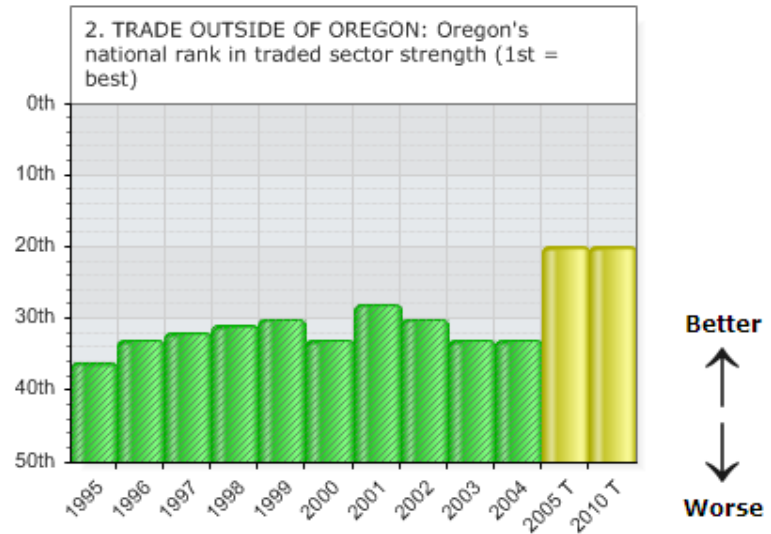
2. TRADE OUTSIDE OF OREGON

Making Progress?
No

Why this answer

Recent data suggest that Oregon's 2005 rank will not hit the 2005 target for trading outside its borders. Economists believe this is a key factor in Oregon's long-term economic health. Oregon remains a below-average state and continues to rank below Washington.

1995	36th
1996	33rd
1997	32nd
1998	31st
1999	30th
2000	33rd
2001	28th
2002	30th
2003	33rd
2004	33rd
2005 TARGET	20th-25th
2010 TARGET	20th-25th

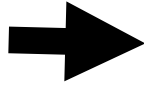


Oregon Benchmarks are the longest standing state indicators project in the U.S. & probably the world.

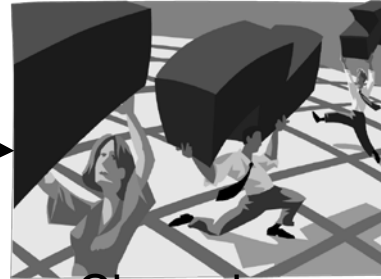
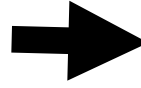
Linking Performance Measures to Oregon Benchmarks



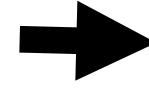
High Hopes



Legislative Frustration



Champions Emerge



89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08-9
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Gov. links 91-93 budget to benchmarks.

Legislature empowers Progress Board to forge links between PMs and benchmarks.

PM leadership handed over to exec. and leg. budget shops.

Gov. & legislature create Progress Bd., Oregon Shines & benchmarks.

Legislature requires agencies to have performance measures.

With Gov's support, Progress Board launches system to incorporate PMs into budget development.

Benchmarks fade from the scene.

Oregon Agency Links to Benchmarks

1. Robust measures

All PMs were developed with specific criteria encompassing SMART & peer review. Data available at least yearly.

2. Meaningful development process

Agencies received training in creating logic models and were expected to make “real” strategic linkages. Nonetheless, much of the linking was of the “shouting down the hall” variety.

3. Accountability in place

All departments (~80) must make performance reports publicly available answering a series of standard questions. Also budget review includes PM report. However, no procedures in place to deal with under-performance or late reporting.

4. Leaders committed

As each succeeding governor came on, the process became less tied to governor’s vision.

City of Portland, Oregon - Parks Dept.



PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

PP&R Performance Measures

November 2008

THE VISION

THE VISIONING PROCESS

Only informed residents can make informed decisions about the future of parks and recreation. While it is wonderful to live in a city with an international reputation for its livability, we must not become complacent about its condition or the needs of future generations.

A dedicated Vision Team and dozens of staff prepared this *Parks 2020 Vision* to guide the future work needed to maintain and build our parks. Thousands of concerned residents made suggestions and recommendations — showing their desire to renew our parks and recreation system, build new facilities and protect our natural resources.

This vision is built on, and incorporates, a broad range of residents interests, values, and input that will ensure sufficient parkland, facilities, and recreation programs for all residents now and in the future. Together we can realize that vision.

PARKS 2020 VISION

Portland's parks, public places, natural areas and recreational opportunities give life and beauty to our city. These essential assets connect people to place, self and others. Portland's residents will treasure and care for this legacy, building on the past to provide for future generations.

2020 GOALS AND OBJECTIVES

ENSURE PORTLAND'S PARK AND RECREATION LEGACY FOR FUTURE GENERATIONS

- Develop fully programmed, fully operational, and well-maintained parks, facilities and programs that meet both current and future park and recreation needs.
- Increase to 90% the proportion of the public who feel parks' overall quality is good or very good (from 84% reported in 1999-00 City of Portland Service Efforts and Accomplishments report).
- Educate the public and local leaders about the value, benefits, conditions, and needs of Portland's park system.
- Coordinate planning, management, development, and funding of parks, natural resources, trails, and recreation needs and concerns with city and regional planning efforts.
- Engage residents as stewards of Portland's parks and recreation system to help preserve the legacy for future generations. Increase the ratio of volunteer hours to paid staff hours to at least 30% (from 25% reported in 1999-00 SEA report).
- Increase the proportion of residents who feel PP&R does a good job "securing additional parks and open spaces to keep up with growth" by 50% (from 54% reported in 2001 PP&R poll to 81%).
- Increase the proportion of funding that comes from gifts, grants, and donations from 0.5% of the 2001 budget to 10% of the 2020 budget.
- Increase allocated funding for building maintenance from the current 1% to the industry standard of 2% of the replacement value of PP&R's buildings per the budget guidelines established by the Natural Research Council.

PP&R Strategic Plan Overview

4 Key Result Areas

- Manage and Protect Assets
- Improve Service Delivery
- Reach and Involve the Community
- Enhance Organizational Capacity



Key Result Area: Manage and Protect Assets

Outcomes:

- 1.1 Effective Management of Built and Natural Assets.
- 1.2 Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs.

Performance Measure Types

Within each Key Result Area we strive to have a balance of:

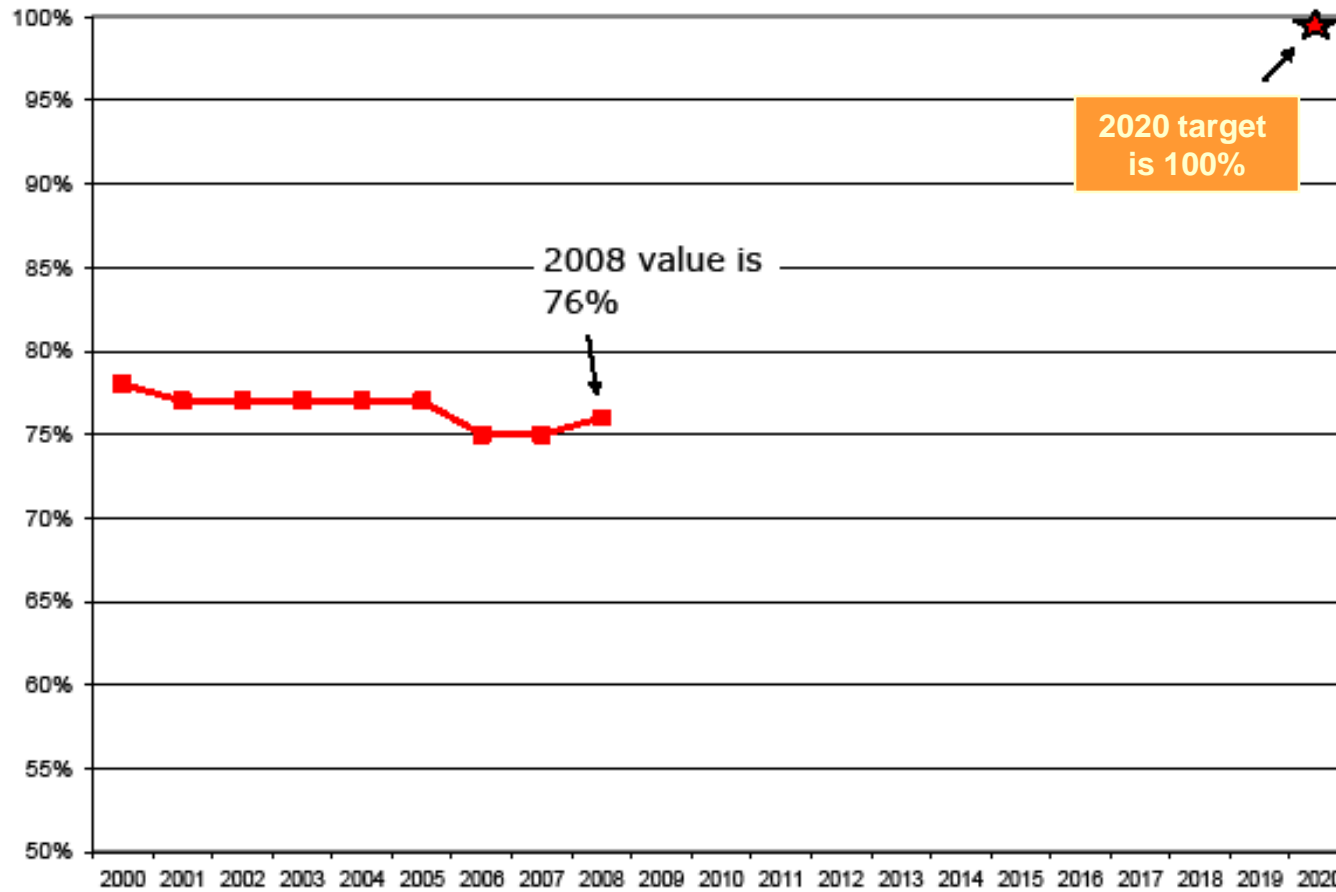
Condition Measures: What does the data tell us about current conditions?

Perception Measures: What are citizens perceptions about current conditions?

Intervention Measures: What are we doing to influence current conditions?

Outcome 1.2: Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs

Condition Measure 1.2a: Percentage of residents living within ½ mile of a developed Park or Natural Area (SEA measure)



Parks Board Review - Mildly Critical

Making progress? Yes, but.

“The major unmet challenge the Bureau faces in this area is getting more basic services to underserved areas.”



Parks 2020 Vision Progress Report 2009

Goal #1– Ensure the Legacy



Goal 1– Ensure the Legacy

Is Portland making progress? **Yes, but**

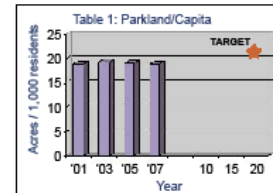
Goal 1 Summary - The people behind *Parks 2020 Vision* imagined a city where everyone has basic access to parks and to recreation opportunities. And they envisioned a city where nearly everyone believed the Bureau was doing a good job of insuring the parks legacy through expanded services, more park acquisitions, better funding for maintenance and less reliance on the general fund. The major unmet challenge the Bureau faces in this area is getting more basic services to underserved areas of the city. On the plus side, volunteerism continues to thrive in Parks and Recreation and the Bureau has made some progress in addressing its maintenance issues.

Objective 1.1– Develop parks, facilities and programs that meet current and future needs.

Is Portland making progress? **Yes, but**

The Board assessed ten measures set out in the *2020 Vision* for Objective 1.1. Six relate to access to Parks’ amenities. One relates to the quality of parks and three address park finances. With two exceptions, things have improved since the *2020 Vision* was issued.

Regarding access, the most important success is the dramatic expansion of access to full service community centers. So far the Bureau is on track to meet its target of locating a full service community center within three miles of every resident (Indicator 1.1.a). With the opening of the East Portland Community Center pool, nearly seven residents in ten will live within three miles. (see map: www.portlandonline.com/parks/index.cfm?c=40182). Another community center in Inner Southeast is on the drawing boards.



The Bureau has not added any new recreation fields despite an ambitious target of adding 100 new fields by 2020 (Indicator 1.1.b). However, the Bureau has partnered with Portland Public Schools to open nine previously underused school sports fields for permitted public use and improve 82 additional school sports fields, often allowing for more public use. The Board has identified the need for an analysis of the current need for new sports fields as part of the 2010 update.

City of Portland, Oregon - Parks Dept.

1. Robust measures

Rigorous process in place.

2. Meaningful development process

Rigorous process in place.

3. Accountability in place

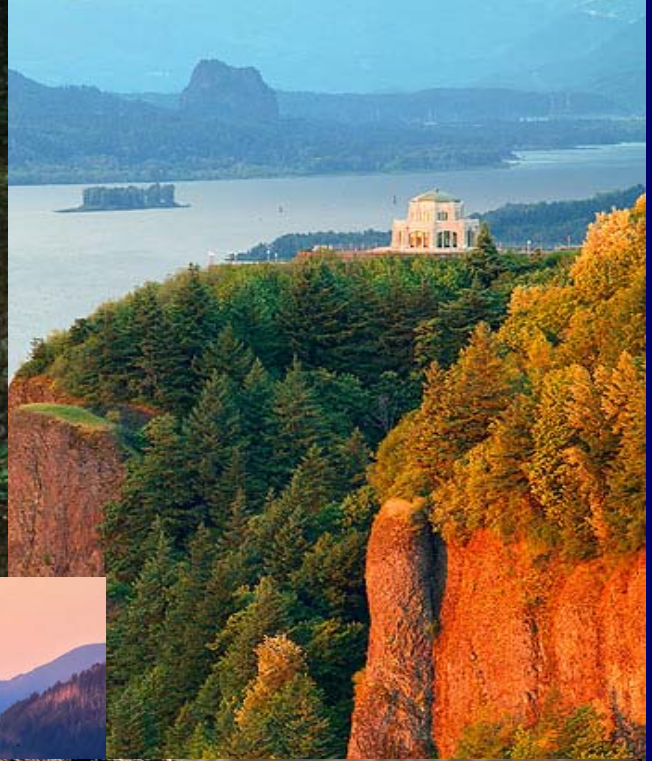
Advisory board in place to oversee implementation of the 20 year vision. Council committed to evidence based decision-making.

4. Leaders committed

2009 assessment by board assessment (which I wrote) was praised but little used because.....the generally good, but not stellar, ratings were seen as a potential threat to future public fundraising in tough economic times.

Columbia River Gorge Commission

The Columbia River Gorge: A Place of Natural Beauty & Cultural Significance



Vital Signs Indicators Project State of the Gorge 2009



A report on the conditions of scenic, natural,
economic, cultural and recreation resources in the
Columbia River Gorge National Scenic Area



May 2009
Columbia River Gorge Commission
USDA Forest Service Columbia River Gorge NSA

Gorge legislation identifies the SNECRs.

Scenic

Natural

Economic

Cultural

Recreation

Staff, commission and citizens first created 21 sub-topics with condition measures.

Scenic

Development Impacts – Scenery
Development Impacts – Landscape
Vantage Point Quality

Natural

Species Health
Species Range
Surface Water Quality
Fish Habitat
Air Quality

Economic

Income
Job Growth
Construction
Housing Affordability
Land Base – Ag. & Forestry

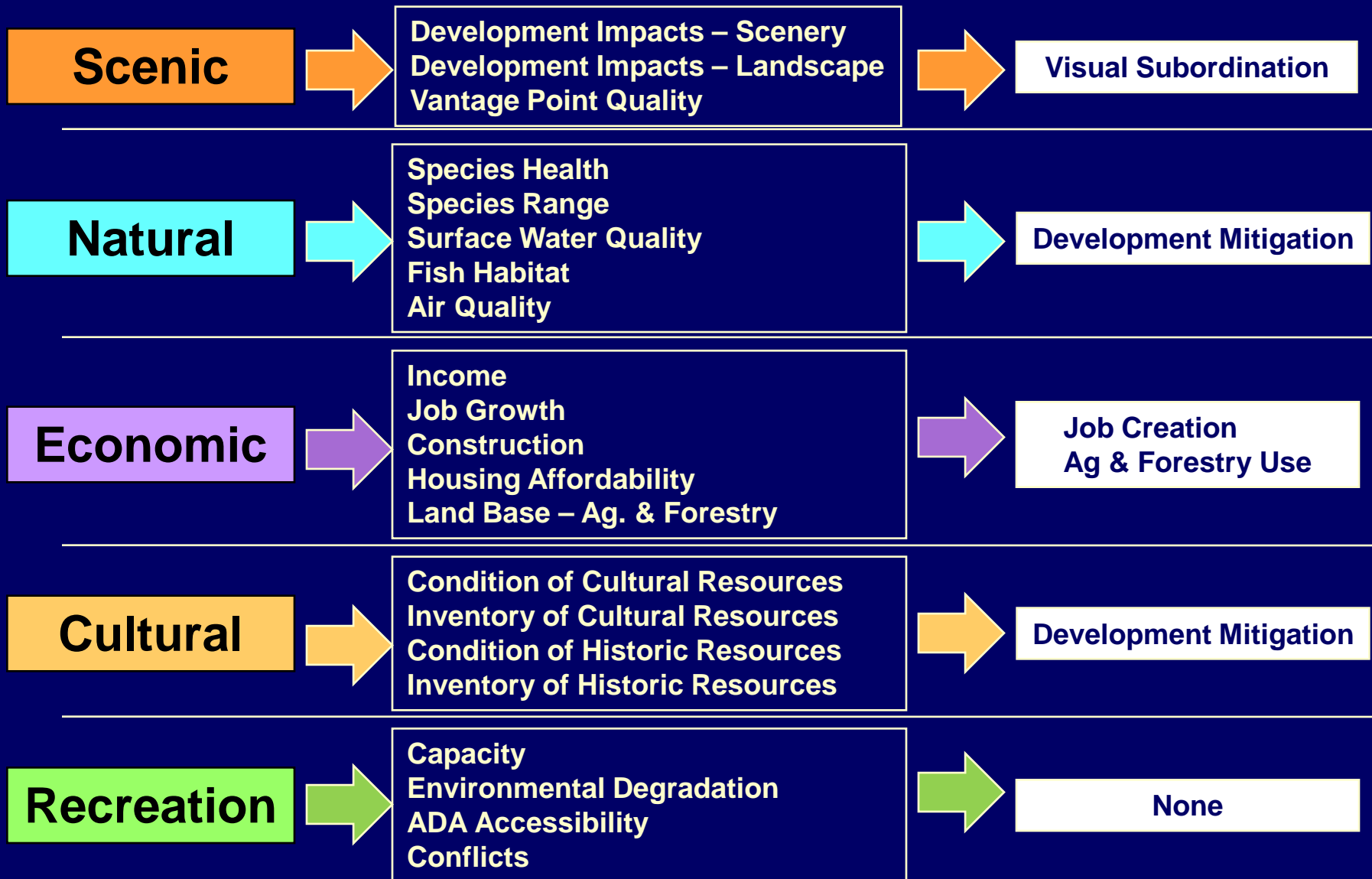
Cultural

Condition of Cultural Resources
Inventory of Cultural Resources
Condition of Historic Resources
Inventory of Historic Resources

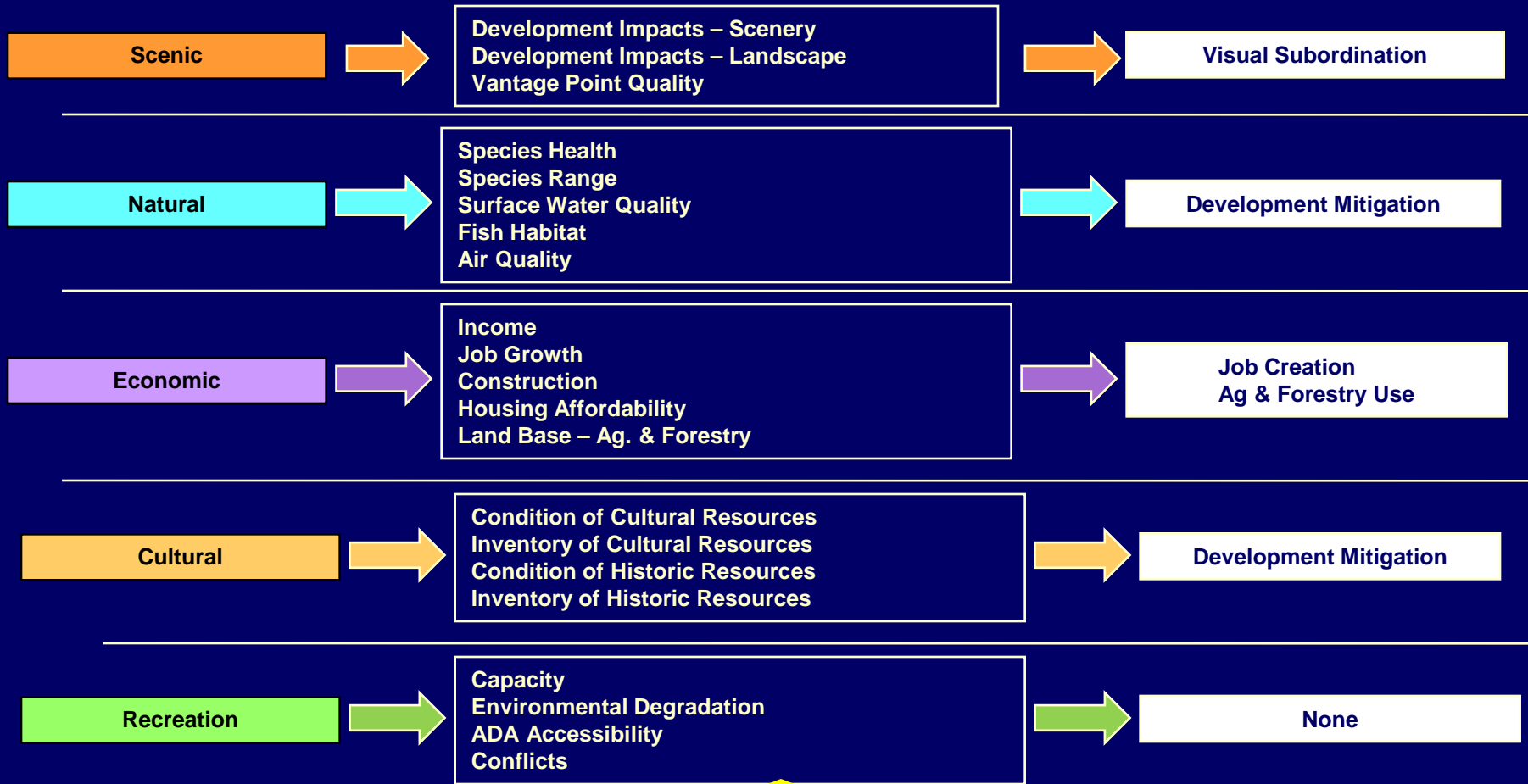
Recreation

Capacity
Environmental Degradation
ADA Accessibility
Conflicts

Five "agency performance measures" (APMs) link to specific SNECRs.

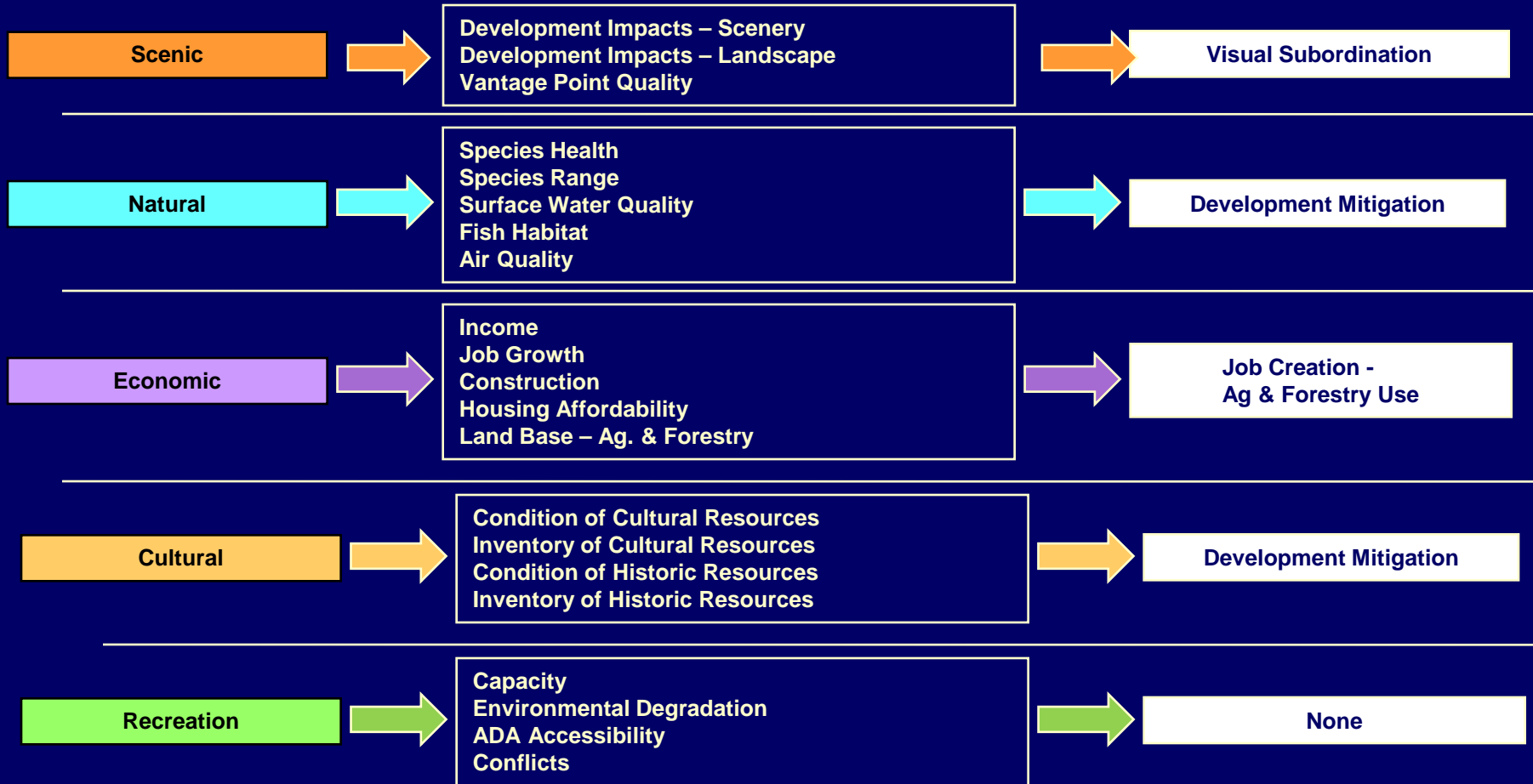


Three APMs link to all SNECRs.



Development Decision Review, Stakeholder Consultation and Investigation of Reported Violations

Three others relate to overall management.



Development Decision Review, Stakeholder Consultation and Investigation of Reported Violations
Customer Satisfaction, Timeliness of Reviews, Quality of Decisions

Gorge Commission

1. Robust measures

Limited set due to resource constraints but follows SMART principles.

2. Meaningful development process

Extensive community engagement to create the condition measures; strategies developed around goals, prioritised by Commission and then measures developed.

3. Accountability in place

APMs are linked to budgets in both states; Commission committed to reviewing regularly; not linked to performance agreements.

4. Leaders committed

Executive director calls this work the Commission's most important but CRGC has been overwhelmed by state budget crises.

Lessons About Leadership

1. Measures need to reflect current leader's priorities.
2. Most leaders will not be interested in the details; customized performance measure marketing is essential.
3. Transparency and accountability don't always go hand-in-hand.
4. For performance measurement to work, leadership (at some level) must be committed to using the information to manage performance.

Some Useful Websites

City of New York Office of Operations –

(www.nyc.gov/html/ops/html/data/data.shtml)

Seven different websites reporting on different aspects of NYC performance.

Association of Government Accountants –

(www.agacgfm.org)

Provides an extensive list of U.S. websites on performance.

Bob Behn's Performance Leadership Report –

(www.hks.harvard.edu/thebehnreport)

Free newsletter from a leading public management teacher.

Governing magazine (newsletters@governing.com)

You can reach me at:

Jeff Tryens

Jtryens@cityhall.nyc.gov

212-788-1677