Leading and Learning Through Dynamic Performance Management in Government

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American Evaluation Association
Annual Conference
November, 2019

DISCLAMER: Ms. Munteanu’s views do not represent those of her affiliated organization GSA/FAS.
### Our Presentation

#### The Challenge
- Performance Management Frameworks are uncoordinated, and built on technologies & requirements of the past
- Dispersed and unlinked data systems

#### The Opportunity
- Big data
- Advances in analytical technologies

#### The Solution
- Knowledge Brokers (KB) to orchestrate evidence building to support organizational agility & adaptability for dynamic, data-driven analytics
- An open-systems, wholistic ecosystem supportive, WISE performance management framework
Programmatic performance is monitored within a compliance-inducing, reductionist by nature, environment.

GAO has tracked the use of performance information in decision-making within federal agencies & found little movement toward increased use of data for real and sustained improvements (GAO, 2018), and that the level of use of performance information has not change significantly since 2007 (GAO, 2014).

Current frameworks for assessing governmental performance typically do not take full advantage of the 21st Century advent of big data and modern analytical tools, nor do they provide sufficient guidance for improving processes that support adaptive, dynamic, and timely evidence-informed decision making.

An increasing number of Chief X Officers, e.g., Information, Financial, Performance Improvement, Evaluation, Data.

Challenge 1: Current Performance Management in Federal Agencies
Challenge 1: GPRA Performance Measurement in Federal Agencies

Congress Signals Priorities for Measurement & Reports

OMB Signals Measurement & Reporting Requirements

Agency Program Management Interprets Political Practices

Agency Central Staff Develops Measures and Targets

Agency Program Management Interprets Expectations About Targets

Agency Program Management Reports on Performance

State Local and Tribal Governments Receive/Understand Requested Changes and implement Changes

State Local and Tribal Governments Report Data

Agency Central Staff Aggregate Data

Agency Program Management Interpret Data and Request Changes

Agency Central Staff Comply with Reporting Requirements
Challenge 2: Dispersed Data systems & Sources

- Radio audio
- Public CCTV video
- ALPR
- Lab results
- Mobile forensic extraction
- Body-worn video
- Interview video
- RMS
- Facebook
- YouTube
- AFIS
- 911 audio
- Private CCTV video
- Twitter
- Crime scene images
- Gunshot detection
- In-car video
- CAD
- Witness interview recording
- Text-to-911
- Photos from citizens
- Location
- Video from cellphone
- DNA
- Text
The Opportunity

- Progress in technology to capture & analyze many types of data, and link the data
- Technologically improved systems
- The Foundations for Evidence-Based Policy Act of 2018
The Solution

- Knowledge Brokers
- WISE Performance Management Framework
Knowledge Brokers

Who serve as the chief architects of evidence-informed strategy, performance and data management and the central lead for evidence-building within the agency:

- serving as the central hub for evidence-building efforts throughout the agency
- developing learning agendas with all key operating units of the agency, that is help leaders and senior managers develop relevant questions about their programs to address through evaluation and analyses each year;
- answering questions raised by leaders, & provide evaluative analyses to support evidence-informed decision-making; and
- ensuring appropriate training on data collection, analysis, and use of new tools and techniques are provided to staff to enhance the use of all sorts of data for evidence-informed decision-making.
1. Strategic Plans
Key Performance Indicators
Business Questions

2. Data Management
Activities:
Mapping existing data sources & associated metadata;
Provide data in a shared space;
Conduct traditional data management activities (security; access; etc.)

3. Info. Management
Activities:
Descriptive, predictive, prescriptive statistics
Data analysis & modeling
Data science, artificial Intelligence & machine learning
Data visualization
Maps analysis to KPIs

Determines data collection needs
Knowledge Broker
Monitors, assesses KPIs & recommends strategy improvements

Determines data prep:
Inventory
Enrichment
Integration
Automation

Situating the Knowledge Broker
Solution: An Open Systems, WISE PPMF Orchestrated by KB

**Holistic:** KB ensures measures of all four internal performance areas are collected such as in the Balance scorecard.

**Integrative:** KB ensures external measurement of value provided to & impact upon the environment; public values are collected such as equity, environmental impact, accountability.

**Synergistic:** KB ensures synergies & relationship among internal & external measures are monitored, e.g., impact of customers on networks, brands or public value.

**Ecosystem oriented:** KB measures and monitors changes in the environment pertinent to achievement of agency mission and adapts strategy to the environment & emergent relationships, e.g., changes in technology, socio-economic, resources, policy.

Knowledge Broker
## A Comparison of Performance Management Frameworks

<table>
<thead>
<tr>
<th>View of governmental organization?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<tbody>
<tr>
<td>Systems (concrete boundaries)</td>
<td>Open system with porous or less clear boundaries</td>
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<tr>
<th>Purpose of performance measurement?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<tbody>
<tr>
<td>Annual reporting, budgeting requirements, and GPRAMA reporting</td>
<td>Strategic and ongoing use internally to inform decision-making</td>
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<th>Agency coordination?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<tbody>
<tr>
<td>Decentralized collection and reporting</td>
<td>Strategic orchestration by a knowledge broker</td>
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<th>Views of success?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<tr>
<td>Specific successes of systems components</td>
<td>Overall “value” of the organization</td>
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<th>What to measure?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<tbody>
<tr>
<td>Discrete systems components</td>
<td>System &amp; ecosystem impacts Synergies and emergent conditions Adaptations</td>
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<tr>
<th>Data?</th>
<th>Traditional PMFs</th>
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<tbody>
<tr>
<td>Purposefully developed or gathered data</td>
<td>Administrative Data and External Data, and other “Big Data”</td>
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<th>Data Collection and Analysis Methods?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<tr>
<td>Qualitative &amp; quantitative methods</td>
<td>Statistical modeling Data analytics Machine learning AI</td>
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<th>Timing?</th>
<th>Traditional PMFs</th>
<th>Open Systems, WISE Framework</th>
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<td>Past and current-oriented</td>
<td>Past, current- and future-oriented</td>
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This presentation offers:

- A model for the role of **the knowledge broker**, e.g., Chief Evaluation Officer, who strategically directs agency-wide evidence building efforts, and coordinates the agency components that collect and analyze data to provide agency leaders and managers with relevant and timely evidence to inform decisions.

- A call to action for federal agencies to develop **an open systems performance management framework** that:
  - supports better integration and use of internal and external data,
  - derives synergies among the various data, and
  - deliberately measures and monitors ecosystem changes to adapt organizational strategies in a timely fashion.
Thank you!

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