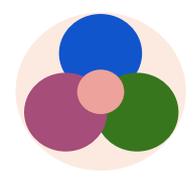


# **Leading and Learning Through Dynamic Performance Management in Government**

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and  
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DISCLAIMER: Ms. Munteanu's views do not represent those of her affiliated organization GSA/FAS.



# Our Presentation

## The Challenge

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

## The Opportunity

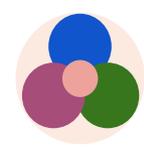
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- ❑ Big data
- ❑ Advances in analytical technologies

## The Solution

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- ❑ 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

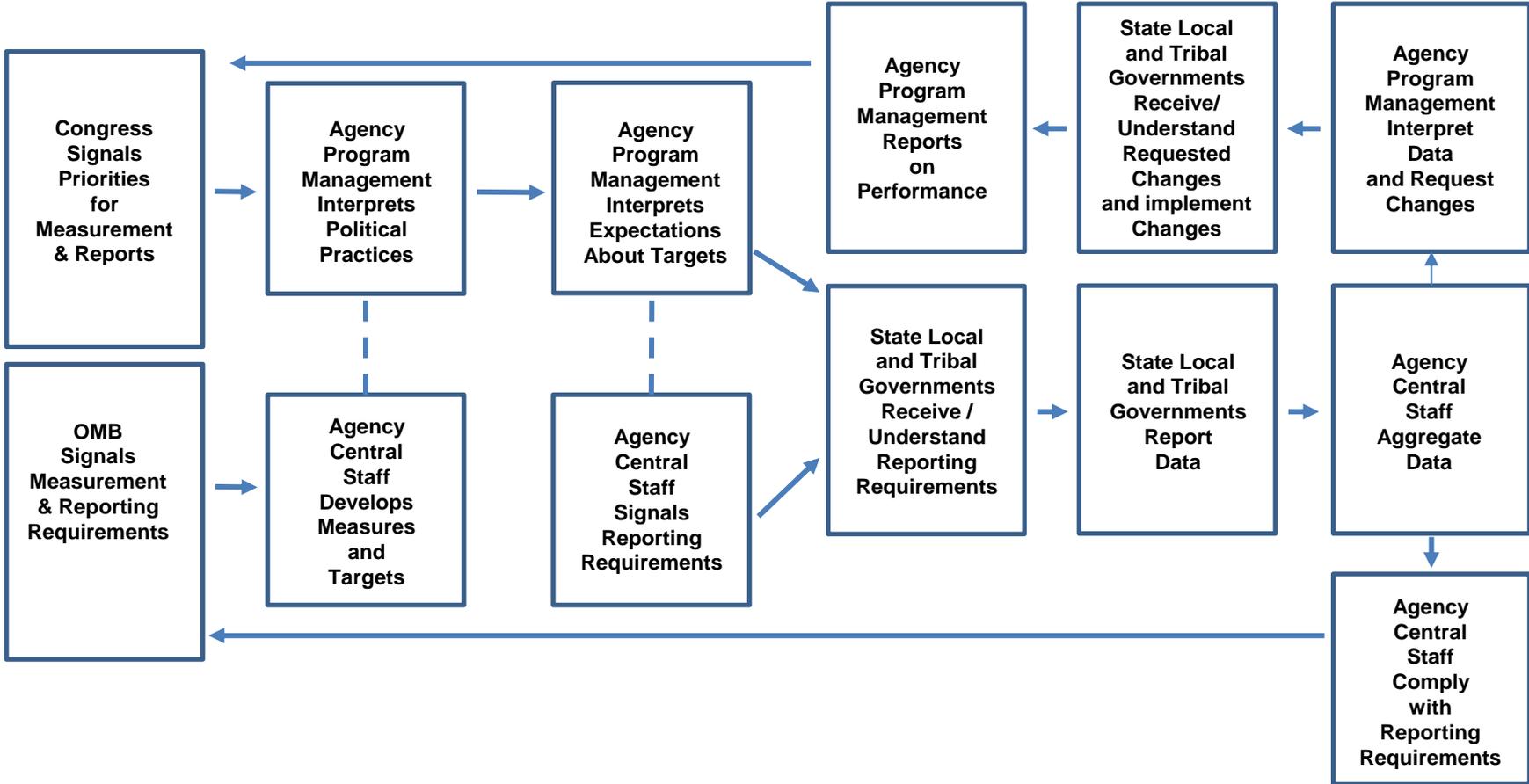


# Challenge 1: Current Performance Management in Federal Agencies

- ❑ 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.

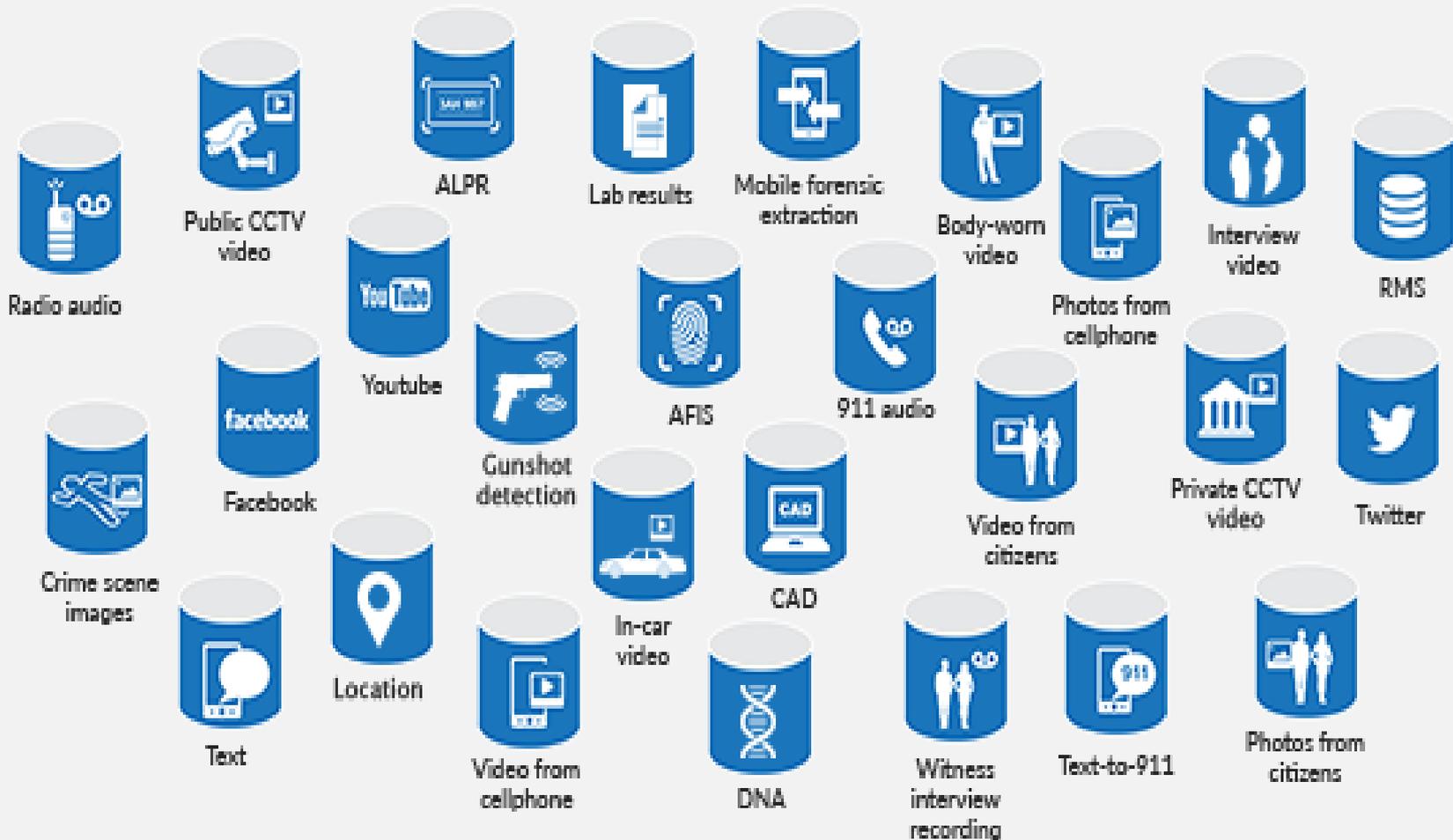


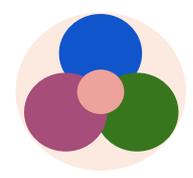
# Challenge 1: GPRA Performance Measurement in Federal Agencies





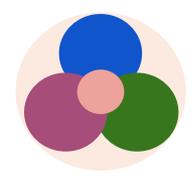
# Challenge 2: Dispersed Data systems & Sources





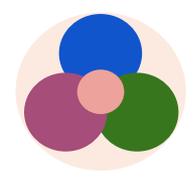
# The Opportunity

- ❑ 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



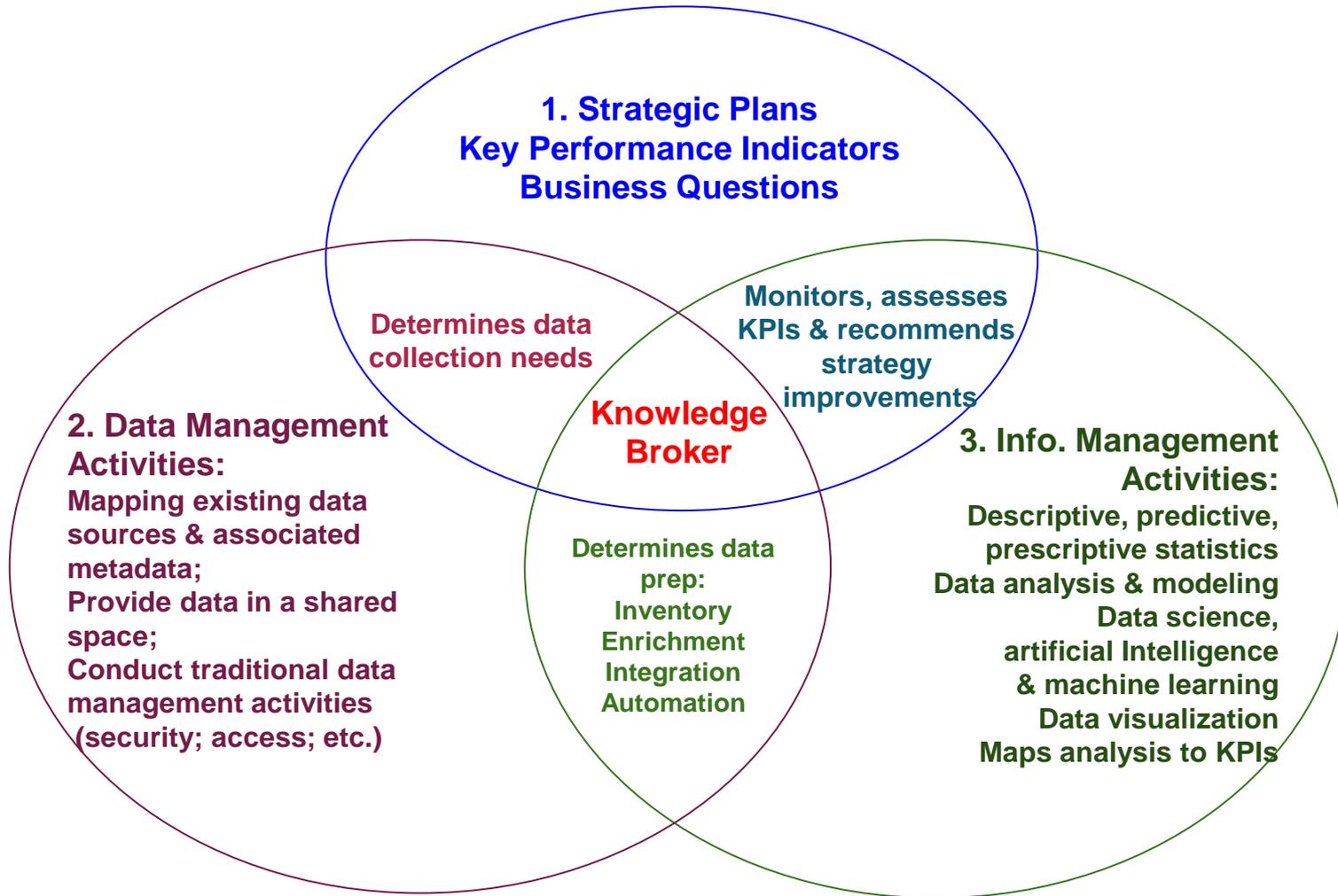
# Knowledge Brokers

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.



# Situating the Knowledge Broker

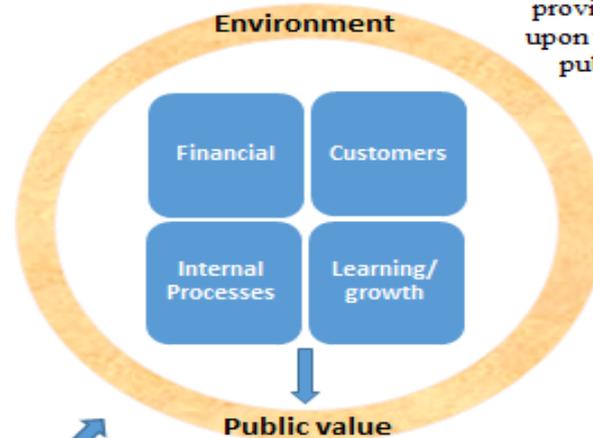


# Solution: An Open Systems, WISE PPMF Orchestrated by KB

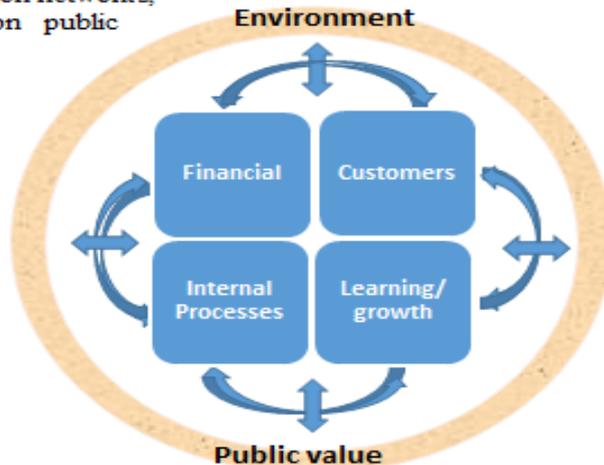
**Wholistic:** KB ensures measures of all four internal performance areas are collected such as in the Balance scorecard.



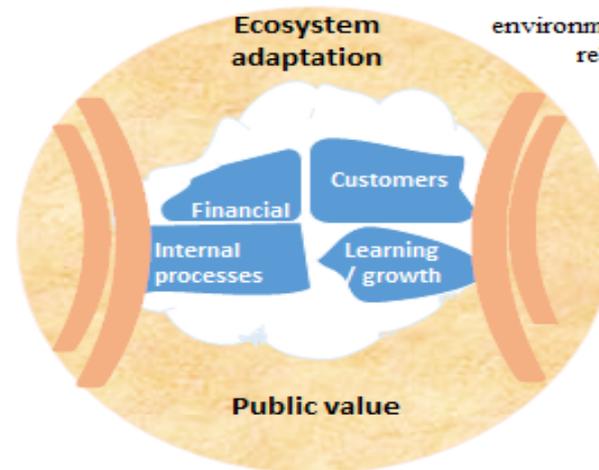
**Integrative:** KB ensures external measurement of value provided to & impact upon the environment; public value metrics are collected such as equity, environmental impact, accountability.



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



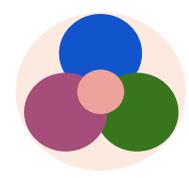
**Ecosystem oriented:** KB measures and monitors changes in the environment pertinent to achievement of agency mission and adapts strategy to the environment & emergent relationships, e.g., changes in technology, socioeconomic resources, policy.





# A Comparison of Performance Management Frameworks

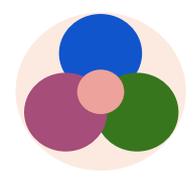
	Traditional PMFs	Open Systems, WISE Framework
<b>View of governmental organization?</b>	Systems (concrete boundaries)	Open system with porous or less clear boundaries
<b>Purpose of performance measurement?</b>	Annual reporting, budgeting requirements, and GPRAMA reporting	Strategic and ongoing use internally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



# Take-aways

## 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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