

Government Performance Measurement and Accountability Systems



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APO Technical Advisor
Thailand, September 2013

The Importance of Performance Measurement and Accountability

- ▶ Governments around the world are under pressure from citizens to demonstrate higher levels of performance in the management of government funds, in the delivery of services, and in the achievement of stated policy goals.
- ▶ In this context many governments have introduced performance measurement and accountability systems both for internal results-based management purposes, and for the Prime Minister, the legislature and for public reporting purposes.

What do the Leading OECD Countries Measure?

International Comparison of Performance Management Frameworks

As part of a recent audit of the UK Capability Review model, a review of 33 OECD countries found five Countries that have extensive management performance frameworks in terms of scope, coverage and approach.

Assessment Area	MAF Canada	UK Capability Review	US President's Management Agenda	South Korea Performance Evaluation	EU Common Assessment Framework
Leadership	√	√			√
Organizational structure	√	√		√	
Strategy and policy	√	√		√	√
Partnership working	√	√		√	√
Resource management	√	√	√	√	√
Financial management	√	√	√	√	√
Performance management	√	√	√	√	√
Risk management	√	√		√	
Learning and innovation	√	√		√	√
Customer focus	√	√		√	√
Performance results				√	√

US Government – The Obama Administration’s Management Performance Reporting Framework

8 AREAS OF FOCUS

- Acquisition
- Financial Management
- Human Resources
- Technology
- Customer Service
- Performance Improvement
- Open Government
- Sustainability

<http://www.performance.gov/aof>

The USA Government's Performance Management Reporting Website (www.Performance.Gov)

Browser navigation bar showing: vshare.tv, Search, Buy-Growth-Hormones.c..., (2561 unread) - brianmars..., Welcome to Flower Garde..., 6043 Bay Isle Drive Boynto..., Suggested Sites, eBay, Compose Mail - Yahoo!, Saturday, December 3, 2011, Login

An Official Website of the United States Government

PERFORMANCE.GOV

- HOME
- AREAS OF FOCUS
- AGENCIES
- ABOUT
- FAQ
- FEEDBACK

DRIVING FEDERAL PERFORMANCE

"If we believe the government can make a difference in people's lives, we have the obligation to prove that it works – by making government smarter, and leaner and more effective..."

PRESIDENT BARACK OBAMA
APRIL 13, 2011

Responding to the President's challenge to cut waste, save money, and better serve the American people, Performance.gov provides a window on the Obama Administration's approach to improving performance and accountability. Performance.gov shows progress on the Administration's efforts to create a government that is more effective, efficient, innovative, and responsive.

Reforming how Washington works is an ongoing effort that demands vigilance and leadership. The Administration is strongly committed to investing in what works and fixing or cutting what does not. As part of this effort, the Administration is leading the "Campaign to Cut Waste," an initiative to eliminate wasteful spending and get the most from taxpayer dollars throughout the government. Whether driving progress on top priorities or cutting the cost of delivery, government leaders at all levels are accountable for achieving results. We

Featured Story: Saving Billions through Increased Technology Oversight



The IT Dashboard allows citizens to monitor every dollar the government spends on large technology projects. The dashboard has been used to power "TechStat" sessions where all of the stakeholders in

Customer Service- One of the US Government Focus Areas

The image is a screenshot of a web browser displaying the Performance.gov website. The browser's address bar shows the URL 'http://customerservice.performance.gov/'. The website header includes the text 'An Official Website of the United States Government' and the date 'Saturday, December 3, 2011'. The main navigation menu features 'HOME', 'AREAS OF FOCUS', 'AGENCIES', 'ABOUT', 'FAQ', and 'FEEDBACK'. The current page is titled 'CUSTOMER SERVICE' and contains a large heading 'CUSTOMER SERVICE'. Below the heading, there is a paragraph of text discussing the importance of customer service for the US government and mentioning an executive order. To the right, there is a 'Featured Story: New Downloadable Health Records' with an accompanying image of three people.

http://customerservice.performance.gov/ Performance.gov | Custom... x

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screen shots in WEB SEARCH

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HOME AREAS OF FOCUS AGENCIES ABOUT FAQ FEEDBACK

HOME » CUSTOMER SERVICE

CUSTOMER SERVICE

The American people deserve a Government that is responsive to their needs. Whether they are calling the IRS for an answer to a tax question or visiting a Social Security Administration office to adjust their benefits, they should expect high-quality interactions with the Federal Government. Yet despite some important strides to improve customer service during the past fifteen years, customer expectations continue to rise. The Federal Government should apply widely used private sector best practices to keep pace with the public's expectations and transform its customer services – soliciting regular customer feedback, streamlining underlying processes, and delivering consistent service across customer channels. To that end, the President issued an [Executive order](#) requiring each agency to develop a customer service plan that identifies implementation steps for their customer service activities, including a "signature initiative" that leverages technology to improve the customer experience. These plans will also prepare agencies to integrate specific customer service goals into annual agency performance plans and reports. Agencies will post the plans on their Open Government websites by October

Featured Story: New Downloadable Health Records



Human Resources Management— Another US Government Focus Area

The image is a screenshot of a web browser displaying the Performance.gov website. The browser's address bar shows the URL 'http://hr.performance.gov/'. The page header includes the text 'An Official Website of the United States Government' and the date 'Friday, December 2, 2011'. The main navigation menu contains 'HOME', 'AREAS OF FOCUS', 'AGENCIES', 'ABOUT', 'FAQ', and 'FEEDBACK'. The current page is titled 'HUMAN RESOURCES' and features a section for 'AGENCY HUMAN RESOURCES SNAPSHOTS'. Two articles are visible: 'Recruiting the Best Employees to Government' and 'Featured Story: Reforming the Hiring Process'. The 'Featured Story' includes a photograph of a man and a woman in an office setting. The Windows taskbar at the bottom shows various application icons and the system clock indicating 1:17 AM on 03/12/2011.

Performance.gov | Human ...

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PERFORMANCE.GOV

SEARCH

HOME AREAS OF FOCUS AGENCIES ABOUT FAQ FEEDBACK

HOME » HUMAN RESOURCES

HUMAN RESOURCES

AGENCY HUMAN RESOURCES SNAPSHOTS

Recruiting the Best Employees to Government

The challenges facing this country are huge – whether keeping our homeland safe, restoring confidence in our financial system, or ensuring adequate health care for our veterans. Agencies must attract, develop and engage the most talented and diverse workforce possible in order to achieve the best for the American public. We have not always lived up to that goal. Sometimes we miss out on potential employees because of a slow application and hiring process. Other times we lose talented employees by not engaging them or recognizing their excellence. The Administration is addressing these problems in order to improve mission performance, and this website shows progress on some of the key human resource initiatives underway.

Featured Story: Reforming the Hiring Process



This site uses data received from agencies by the Office of Personnel Management (OPM) to

1:17 AM 03/12/2011

The US Government Website Compares Agency HR Performance from the Government-wide Employee Survey

[RANKINGS](#)[ABOUT BEST PLACES](#)[ANALYSIS](#)[FOR JOB SEEKERS](#)[FOR AGENCIES](#)[OUR SPONSORS](#)[FAQS](#)[CONTACT US](#)

The Best Places to Work IN THE FEDERAL GOVERNMENT



2011 RANKINGS
JUST RELEASED



The *Best Places to Work* rankings — the most comprehensive and authoritative rating of employee satisfaction and commitment in the federal government — are produced by the Partnership for Public Service.

FIND AN AGENCY

[Complete List of Agencies and Subcomponents](#)

★ [Create a Custom Report](#)

[Compare up to 3 Specific Agencies](#)

Department of State

Mission: To conduct the nation's foreign affairs and diplomatic initiatives. To oversee embassies and consulates, issue passports, monitor U.S. interests abroad and represent the U.S. before international organizations. The Department of State also works to create a more secure, democratic and prosperous world for the benefit of the American people and the international community.

70.0

#7 of 33

Scores and Rankings

2011

Previous Years

[Save as PDF](#)

USA Departments ` Workplace Performance Results 2011

(Canada and Australia also Measure HR Performance Using an Employee Survey Tool)

The 2011 Best Places rankings include 308 federal organizations (33 large agencies, 35 small agencies and 240 subcomponents) and are based on the responses from more than 266,000 employees.

The 2011 government-wide index score is 64 out of 100, down 1.5 percent from 2010.

Employee satisfaction increased in 31 percent of federal organizations, including 22 percent of large agencies, 28 percent of small agencies and 32 percent of subcomponents.

2011 Overall Index Scores

Rank	Agency	2011	2010	% Change
1	Federal Deposit Insurance Corporation	85.9	79.2	8.50 
2	Nuclear Regulatory Commission	79.1	81.8	-3.30 
3	Government Accountability Office	78.9	81.6	-3.40 
4	Smithsonian Institution	76.0	76.2	-0.30 
5	National Aeronautics and Space Administration	72.5	74.2	-2.30 
6	Social Security Administration	70.1	71.6	-2.10 
7	Department of State	70.0	70.8	-1.10 
8	Intelligence Community	69.5	69.0	0.70 
9	Office of Personnel Management	69.4	65.8	5.30 
10	General Services Administration	68.7	69.8	-1.60 

(Top 10 shown, [see all](#))

 No Data  No Change

New Zealand`s Capability Review System for Departments

Delivery of Government Priorities

How well is the agency responding to government priorities?

Delivery of Core Business

How effectively is the agency delivering each core business area?

How efficiently is the agency delivering each core business area?

How well does the agency`s regulatory work achieve its required impact?

Organisational Management

How well is the agency positioned to deliver now and in the future?

Leadership, Direction and Delivery

- Purpose, Vision and Strategy
- Leadership and Governance
- Values, Behaviour and Culture
- Structure, Roles and Responsibilities
- Review

External Relationships

- Engagement with the Minister(s)
- Sector Contribution
- Collaboration and Partnership with Stakeholders
- Experiences of the Public

People Development

- Leadership and Workforce Development
- Management of People Performance
- Engagement with Staff

Financial and Resource Management

- Asset Management
- Information Management
- Improving Efficiency and Effectiveness
- Financial Management
- Risk Management

New Zealand's Performance Measurement Results

Performance Improvement Framework System Analysis (14 Reviews)

Fig 4: Agency Capability Ratings

Critical Area	Element	MFAT	DOC	TPK	LINZ	INZTA	INZTE	TSY	MSD	IRD	MOE	MWA	MPIA	SNZ	CLO
Leadership, Direction & Delivery	Vision, Strategy and Purpose	Needing development	Needing development	Needing development	Needing development	Well placed	Weak	Needing development	Strong	Needing development	Needing development	Needing development	Weak	Well placed	Needing development
	Leadership and Governance	Needing development	Needing development	Well placed	Well placed	Strong	Needing development	Needing development	Strong	Needing development	Needing development	Needing development	Weak	Well placed	Weak
	Culture and Values	Needing development	Needing development	Strong	Needing development	Needing development	Weak	Needing development	Strong	Well placed	Needing development	Needing development	Needing development	Well placed	Well placed
	Structure, Roles and Responsibilities	Weak	Needing development	Well placed	Needing development	Well placed	Needing development	Needing development	Strong	Well placed	Needing development	Well placed	Needing development	Well placed	Needing development
	Review	Needing development	Needing development	Needing development	Weak	Well placed	Well placed	Well placed	Needing development	Strong	Well placed	Well placed	Weak	Well placed	Needing development
External Relationships	Engagement with the Minister(s)	Needing development	Well placed	Well placed	Well placed	Strong	Needing development	Well placed	Strong	Strong	Well placed	Needing development	Needing development	Needing development	Well placed
	Sector Contribution	Well placed	Needing development	Well placed	Needing development	Needing development	Needing development	Needing development	Strong	Strong	Needing development	Needing development	Needing development	Needing development	Needing development
	Collaboration & Partnerships with Stakeholders	Well placed	Needing development	Well placed	Well placed	Well placed	Needing development	Needing development	Strong	Strong	Needing development	Needing development	Well placed	Well placed	Well placed
	Experiences of the Public	Needing development	Needing development	Well placed	Well placed	Well placed	Well placed	Well placed	Strong	Strong	Well placed	Well placed	Well placed	Well placed	Well placed
People Development	Leadership & Workforce Development	Needing development	Well placed	Needing development	Well placed	Well placed	Weak	Needing development	Well placed	Needing development	Needing development	Needing development	Needing development	Needing development	Needing development
	Management of People Performance	Needing development	Strong	Needing development	Needing development	Needing development	Needing development	Needing development	Well placed	Well placed	Needing development	Needing development	Weak	Well placed	Well placed
	Engagement with Staff	Needing development	Needing development	Strong	Well placed	Needing development	Needing development	Needing development	Strong	Well placed	Needing development	Needing development	Needing development	Well placed	Needing development
Financial & Resource Management	Asset Management	Well placed	Well placed	Strong	Well placed	Well placed	Well placed	Well placed	Well placed	Needing development	Needing development	Well placed	Well placed	Well placed	Well placed
	Information Management	Needing development	Needing development	Well placed	Strong	Needing development	Needing development	Needing development	Needing development	Needing development	Well placed	Weak	Needing development	Needing development	Well placed
	Efficiency	Weak	Well placed	Needing development	Needing development	Needing development	Needing development	Needing development	Well placed	Strong	Needing development	Needing development	Weak	Needing development	Needing development
	Financial Management	Well placed	Strong	Strong	Well placed	Well placed	Well placed	Well placed	Well placed	Strong	Well placed	Needing development	Well placed	Well placed	Weak
	Risk Management	Needing development	Needing development	Needing development	Needing development	Well placed	Well placed	Needing development	Strong	Well placed	Needing development	Well placed	Needing development	Well placed	Needing development
	Regulatory impact	Unable to rate/not rated	Well placed	Needing development	Well placed	Needing development	Well placed	Well placed	Strong	Strong	Well placed	Well placed	Well placed	Well placed	Well placed

Notes

Any comparisons between the performance of agencies should be made recognising that:

- Agencies are in different circumstances at the time of review e.g. at different stages of transformational change
- The rating indicates 'fit for purpose' rather than an absolute benchmark
- The moderation process has changed for the 2nd tranche to ensure consistency is maintained across a wider set of reviews.

Anchor Statement

■ Strong
 ■ Well placed
 ■ Needing development
 ■ Weak
 ■ Unable to rate/not rated

Government Performance Management and Accountability in Canada

- ▶ Canada's system of performance measurement, performance management, and performance reporting is perhaps the most developed among the OECD countries:
 - **Management Performance:** Canada uses its Management Accountability Framework (MAF) to hold heads of departments accountable for performance in ten management and policy areas.
 - **Policy and Program Performance:** Canada also has a well developed system for reporting annually on economic and social outcomes.
 - <http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2010-2011/cp-rctb-eng.asp>

CANADA'S ANNUAL PERFORMANCE REPORT- THE FRAMEWORK

The purpose of this framework is to map the financial and non-financial contributions of federal organizations receiving appropriations by aligning their program activities to a set of high level outcome areas defined for the government as a whole.

SPENDING AREAS (4)

GOVERNMENT OF CANADA OUTCOME AREAS (16)



Management Accountability Framework Overview

Purpose of MAF

- ▶ Introduced in 2003, MAF is a performance management framework used across the federal government to support management accountability of Department Heads and improve management practices

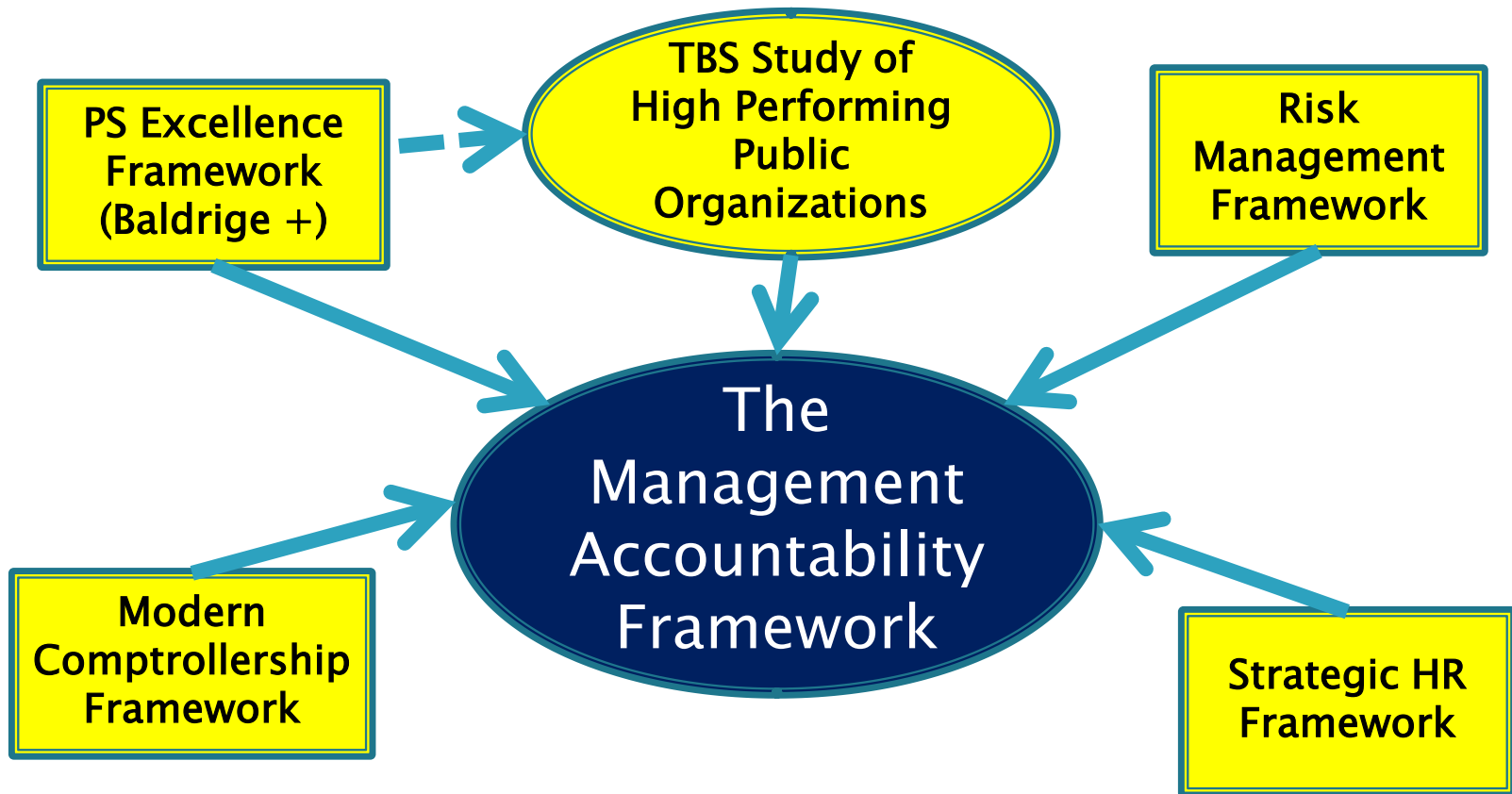
Objectives of MAF

- ▶ Clarifies management expectations for Department Heads and informs ongoing dialogue on management priorities
- ▶ Provides a comprehensive and integrated perspective on the state of management practices and challenges

Evolution of MAF

- ▶ Began as “framework for a conversation” between TB Secretary and Department Heads
- ▶ MAF has evolved over eight years into TB’s key management oversight instrument, assessing management capacity and performance of all departments and small agencies
- ▶ Has a direct impact on Department Heads’ performance commitments and pay
- ▶ Now used in resource allocation decisions and to risk-manage departmental submissions to Treasury Board.

In 2003 The MAF Integrated Several Existing Government Management Frameworks



The Government of Canada's Management Accountability Framework



MAF assesses management performance and capacity in key areas

Areas of Management

1. Values and Ethics
2. Managing for Results
3. Governance and Planning
4. Citizen-focussed Service
5. Internal Audit
6. Evaluation
7. Financial Management and Control
8. Management of Security
9. Risk Management
10. People Management
11. Procurement
12. Information Management
13. Information Technology
14. Asset Management
15. Investment Planning and Management of Projects



Each Area of Management is sub-divided into multiple 'Lines of Evidence'. For example:

AoM 6: Evaluation

- A comprehensive and reliable base of evaluation evidence on program relevance and performance is created and used to support policy and program improvement, expenditure management, decision-making and public reporting.
- 6.1 - Quality of evaluation reports
 - 6.2 - Governance and support for the evaluation function
 - 6.3 - Evaluation coverage of the organization's direct program spending
 - 6.4 - Use of evaluation to support decision-making and reporting

AoM 12: Information Management

- Information Management (IM) supports the organization's business strategy and government-wide objectives. The statutory and regulatory requirements of the Access to Information and Privacy Acts have been met.
- 12.1 - IM Governance
 - 12.2 - IM Strategic Planning and Implementation
 - 12.3 - IM Practice
 - 12.4 - Adherence to the *Access to Information Act* requirements
 - 12.5 - Adherence to the *Privacy Act* requirements
 - 12.6 - Access to Information & Privacy Governance and Capacity

MAF Area of Management : Values and Ethics

Area of Management 1 measures the extent to which organizational culture and leadership are based on Values and Ethics.

In an organizational culture founded on V&E, people are treated with respect, leaders lead by example and employees feel comfortable providing impartial advice needed for decision-making.

▶ **Lines of Evidence (LoEs)**

▶ **1.1 The organisation demonstrates a culture of mutual respect, integrity and professionalism.**

- For example: Activities leading to the development, implementation, and communication of an organizational code of conduct.

▶ **1.2 Leaders demonstrate and promote V&E behaviours.**

- For example: Senior management develops and implements a comprehensive V&E strategy/plan and communicates it to the organization.

▶ **1.3 The organization practices continuous improvement in the area of V&E.**

- For example: The organization seeks to identify common V&E issues across the public service or other jurisdictions and tailors solutions to its organizational needs.

▶ **Key Changes from Round VII to Round VIII:**

▶ **Public Service Employee Survey (PSES) results will be used every 3 years; qualitative and process-based measures will be used the 2 years in between.**

▶ **Evidence was requested on risk assessment/mitigation of ethical breaches, infrastructure in place, integration of V&E principles into the organization, dialogue on V&E and the development of organizational V&E codes.**

▶ **New line of evidence on continuous improvement introduced (1.3 above).**

MAF's Secure Assessment Portal



Treasury Board of Canada Secretariat

<http://publiservice.tbs-sct.gc.ca>

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MAF Portal

Summary

Documents

- Submit

Feedback

TBS Assessment

Analysis

Simplified Report

Logout

Management Accountability Framework Portal



Summary:

This page gives you a quick view of information related to an area of assessment. This information includes documents, feedback and the assessments in draft and final form (when provided).



TBS Assessment:

This is the full assessment of the department or agency in draft and final form. (Available in January)



Documents:

This report outlines documentation required by TBP, as well as, a list of documents which have been supplied by the department or agency. To submit/upload more documentation please click [here](#).



Simplified Report:

This report provides a quick view to a departments strengths, weaknesses and opportunities within an Area of Assessment. It also includes an overall rating and recommendations. (Available in February)



Feedback:

This page allows you to provide feedback to TBP analysts. It also allows TBP to respond (when appropriate).



Analysis:

This document allows you to compare your department or agency to the majority of departments and agency.

Revenue Canada (Taxation Department): Example of the Assessment for the IT of MAF 2010

<http://www.tbs-sct.gc.ca/maf-crg/assessments-evaluations/2009/nar/nar-eng.asp>

▶ **MAF Section 13. Effectiveness of Information Technology Management– Rating: Strong**

▶ **Highlights/Opportunities 13.1 Leadership: Acceptable**

- Senior official for information technology has responsibility and accountability for virtually the full scope of information technology responsibilities.
- Web accessibility is partially integrated into the span of control.
- Adequate participation in setting government-wide directions for information technology is evident.

▶ **13.2 Planning: Strong**

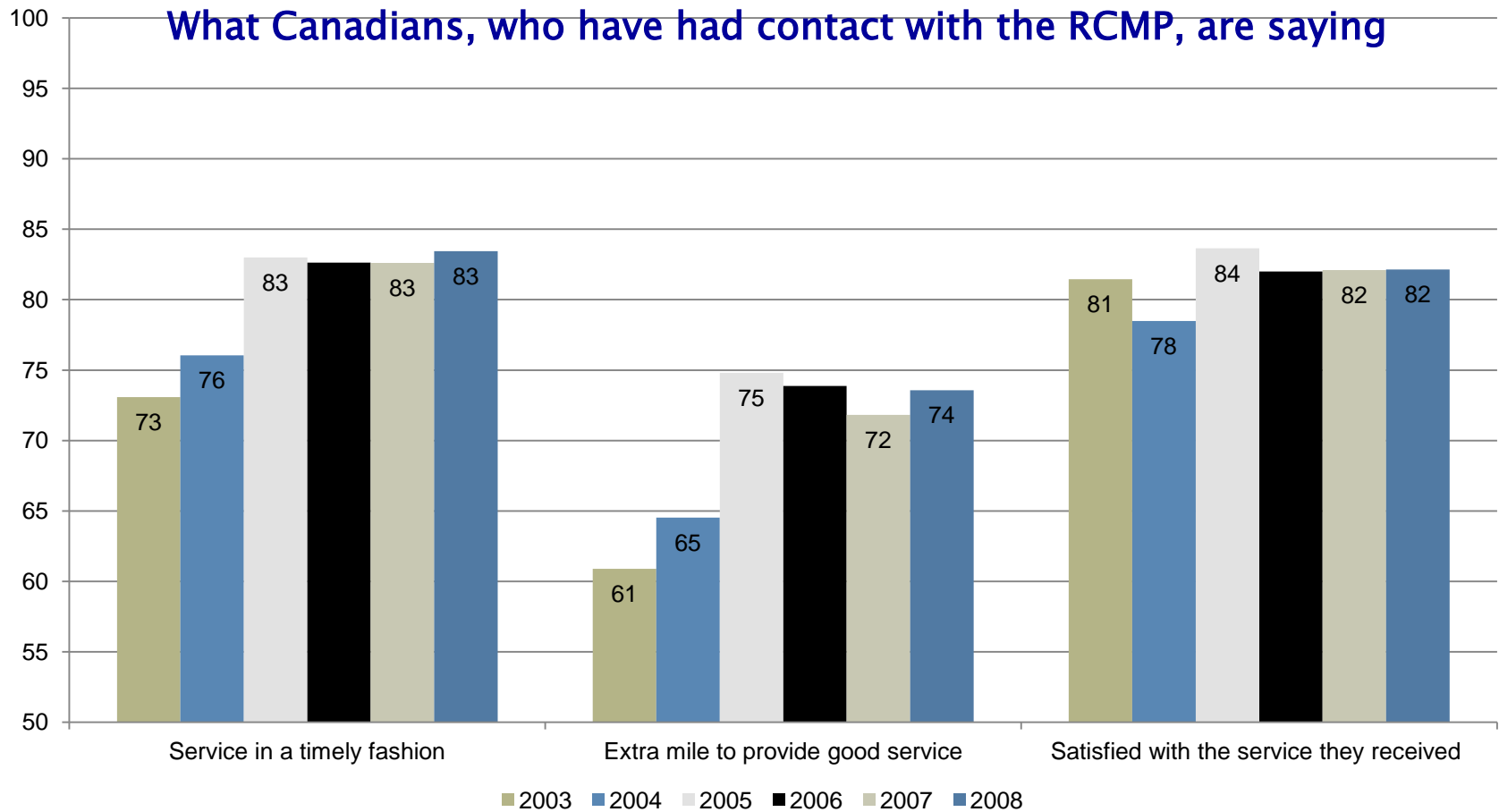
- Acceptable information technology plan is in place that aligns with the government-wide directions for information and has an integrated planning process.
- Organization is making efforts to institutionalize web accessibility into planning and governance processes.

▶ **13.3 Value: Strong**

- Organization has well established processes and performance reporting on progress for all aspects of information technology management (including on Common Look and Feel implementation plans).
- Organization has integrated performance measurement tools and metrics including an established costing model for information technology services and a service costing baseline that guide information technology investment decisions
- Organization has processes that demonstrate sharing, re-using or leveraging across the government for ideas, best practices, assets and implementations.
- ▶ Commended for their progress and encouraged to share their IT plan and integrated set of processes and practices for planning and progress reporting in order to monitor and oversee the delivery of business value from IT investments.
- Governance model for effective management of the organization's web presence (i.e., citizen-facing web content and applications).
- **Participation in GC-wide working groups and GC-wide collaborative work spaces to improve opportunities for sharing and re-use in order to reduce complexity and duplication, promote alignment and interoperability and optimize service delivery**



MAF Component on Citizen-Centered Service- RCMP Service Performance



The Departments MAF Assessments are published on a Government Website



The screenshot shows the website for the Treasury Board of Canada Secretariat. At the top, there are logos for the Treasury Board of Canada Secretariat in both English and French, and the word "Canada" with a small red maple leaf icon. Below this is a blue banner with a large red maple leaf in the center and four small portrait photos of people on either side. The text "Treasury Board of Canada Secretariat" and the website address "www.tbs-sct.gc.ca" are displayed in white on the banner. A black navigation bar contains links for "Français Search", "Home canada.gc.ca", "Contact Us", and "Help". Below the navigation bar, a breadcrumb trail reads "Home > Management Accountability Framework". The main content area features a blue sidebar with the text "Management Accountability Framework" and a list of links: "Overview of MAF", "Methodology and Results", and "International References". The main content area has the heading "Management Accountability Framework" and a paragraph stating that the MAF is a key performance management tool used by the federal government. Below this paragraph is a bulleted list with two items: "Support the management accountability of deputy heads." and "Improve management practices across departments and".

Treasury Board of Canada Secretariat Secrétariat du Conseil du Trésor du Canada Canada

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[Home](#) > [Management Accountability Framework](#)

Management Accountability Framework

Overview of MAF
Methodology and Results
International References

Management Accountability Framework

The Management Accountability Framework (MAF) is a key performance management tool that the federal government uses to:

- Support the management accountability of deputy heads.
- Improve management practices across departments and

Human Resource Management component of MAF- Data from the Employee Survey is one measure



http://www.tbs-sct.gc.ca/pses-saff/index-eng.asp

Public Service Employee Su... x

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Home > [Office of the Chief Human Resources Officer](#) > [Public Service Employee Survey](#)

Office of the Chief Human Resources Officer

Public Service Employee Survey

2011 Survey

2008 Survey

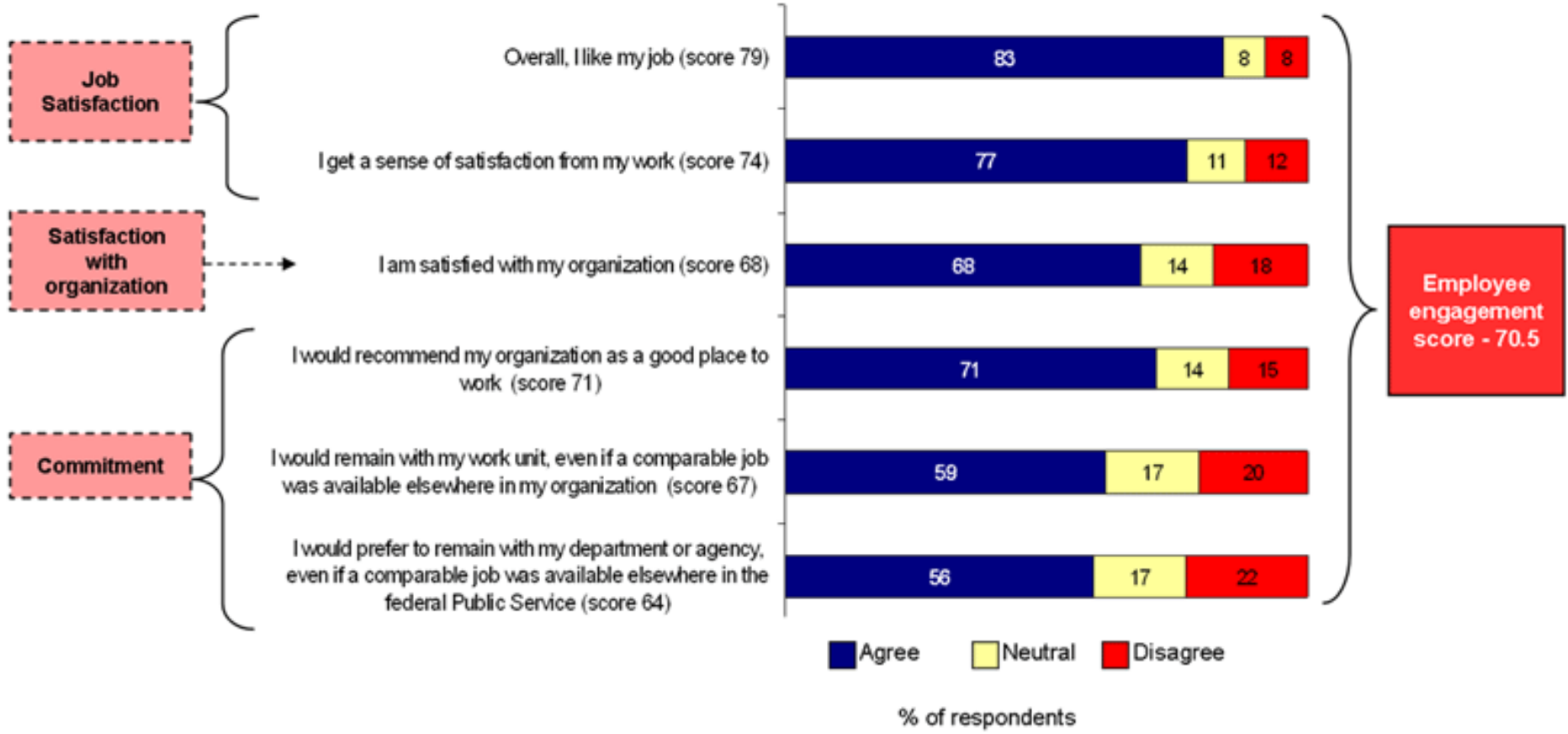
Public Service Employee Survey

The Public Service Employee Survey (PSES) has been conducted every three years since 1999. It provides employees the opportunity to anonymously voice their opinions on their leadership, workforce and work environment. It is conducted by Statistics Canada on behalf of the Office of the Chief Human Resources Officer.

The survey results enable managers and employees to discuss the

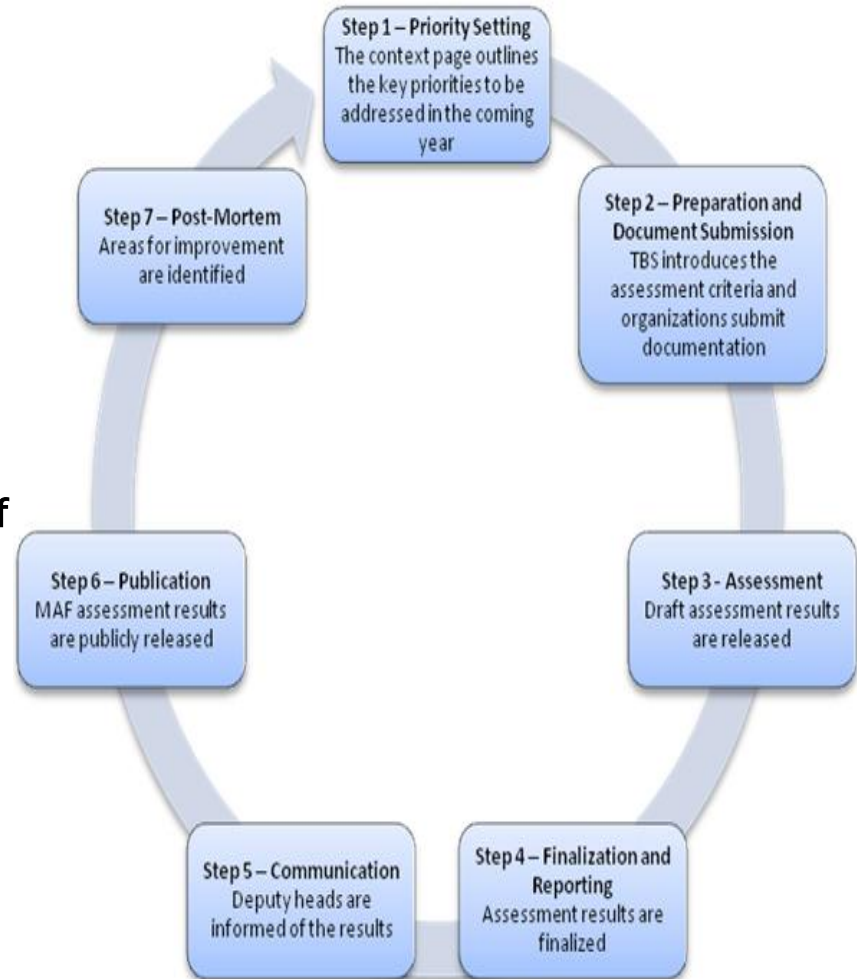
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Every Government Department has an Employee Engagement Score from the Survey



MAF is a rigorous assessment process

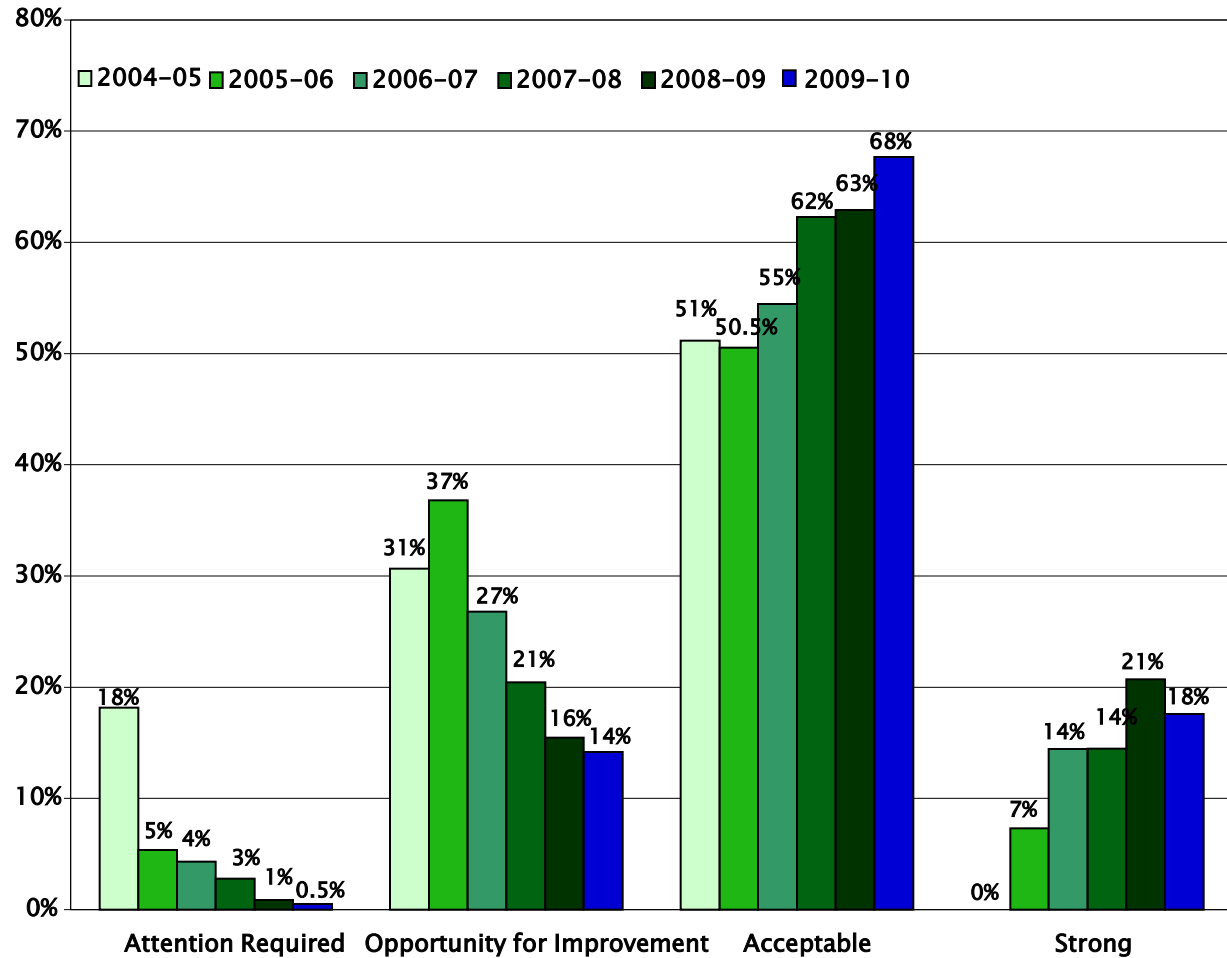
- ▶ Assessments performed annually by the Treasury Board of Canada Secretariat (TBS) and is based on evidence submitted by federal organizations
- ▶ All major federal departments and a third of small agencies are assessed on a rotational basis, which represents 55 to 60 organizations each year
- ▶ Each organization is assessed against expectations outlined under specific areas of management
- ▶ Rigorous assessments are prepared by TBS experts and drafts are discussed with departments and agencies before they are finalized
- ▶ Results are used as an input for annual assessments of Deputy Ministers
- ▶ Summaries of final assessments are made available to the public



TBS supports departments and agencies throughout the MAF process by providing tools, guidance and advice, as well as by promoting the exchange of best practices.

Analysis indicates that, overall, MAF is helping the federal government to manage better ...

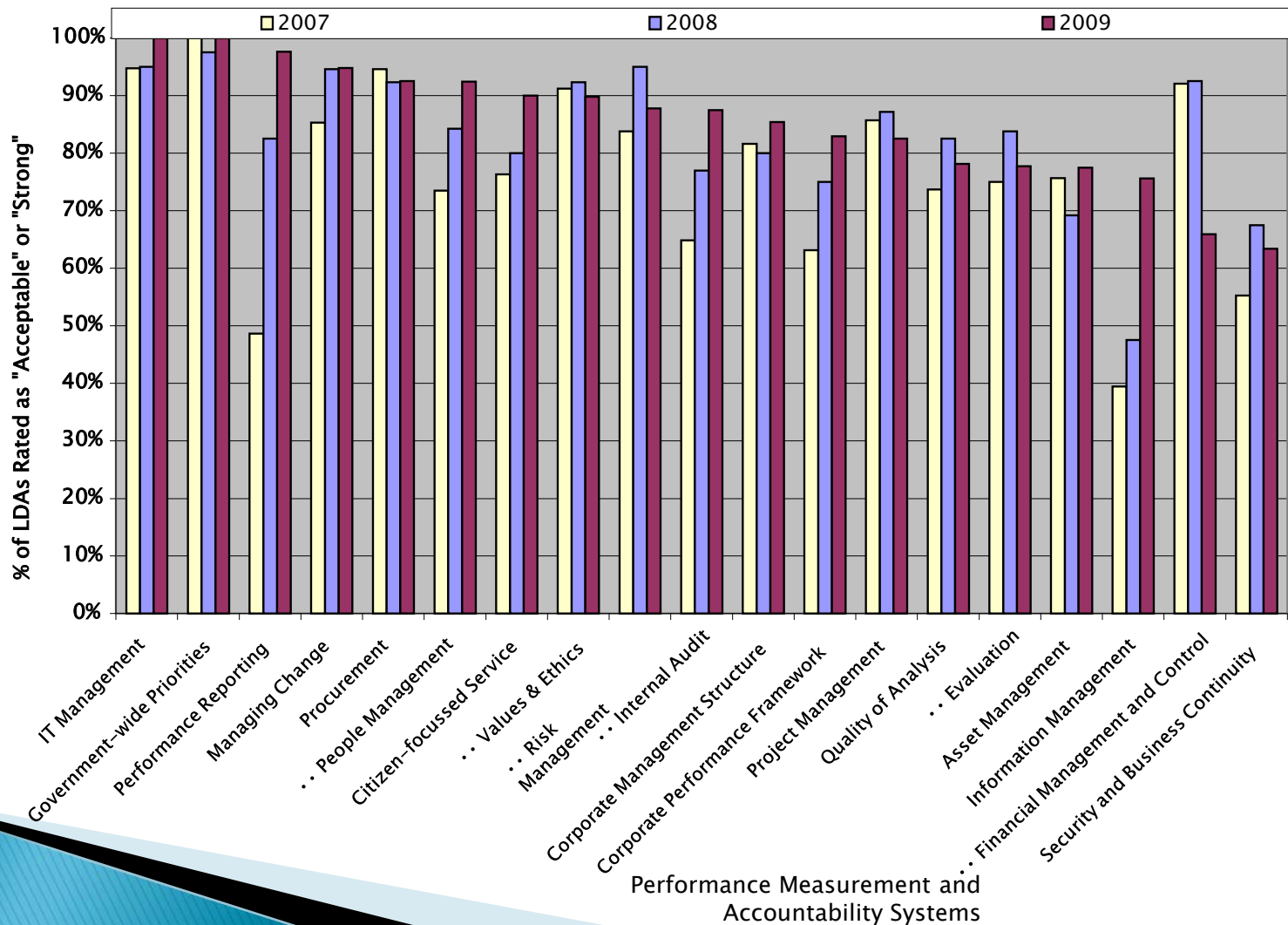
- ▶ MAF is changing departmental management behaviour - organizations are making concerted efforts to improve their MAF ratings
- ▶ Deputy Ministers are using MAF to support their management accountabilities, and to enhance management performance with their executive team
- ▶ Measurable progress is being made and the bar is being raised



... and improvements are being made across most Areas of Management

MAF 3-year Rating Comparison by Area of Management

(Round VII ratings include carry-over ratings from Round VI; Large Departments & Agencies only; .. Core AoMs)



Key success factors to effectively implement a performance management approach

- ▶ Based on a 7-year experience of implementing the MAF, some lessons learned include:
 - Leadership at the top is critical to improve management practices
 - Recognize at the outset that managing with a focus on results requires a culture shift and that progress will take time and sustained focus
 - Performance pay of Department Heads should be linked to management performance
 - Performance management assessments should be constructive and encourage continuous improvement, not be a means to penalize organizations
 - Assessment tools need to be kept evergreen and room needs to be left for good judgment and contextualization
- ▶ MAF provides an excellent platform for cooperative sharing of best and leading practices, benefiting all federal departments

“Internationally, MAF is considered to be one of the more sophisticated management practices systems.”

(Independent Five-year MAF Evaluation, based on OECD study)

GOVERNMENT PERFORMANCE MANAGEMENT AND ACCOUNTABILITY SYSTEMS: A CONCEPTUAL FRAMEWORK

<u>ACCOUNTABILITY FOR WHAT</u> <u>AND BY WHOM:</u>	INDIVIDUAL MANAGERS	DEPARTMENT S HEADS	CENTRAL AGENCIES AND HEADS OF GOVERNME NT	PERFORMANCE ACCOUNTABILITY SYSTEMS
<u>LEVEL ONE: INPUTS</u> - Leadership and Goals - Organizational Capacity -Resource Management -Va lues, Ethics, and Organizational Culture	v v v v	v v v v	v v v v	<u>MANAGEMENT ACCOUNTABILITY REPORT CARD</u> (MANAGEMENT RESULTS ACCOUNTABILITY)
<u>LEVEL TWO: OUTPUTS</u> -Service Quality - Program Outputs =Operational Efficiency	v v v	v v v	v v v	<u>PROGRAM ACCOUNTABILITY REPORT CARD</u> (PROGRAM RESULT S ACCOUNTABILITY)
<u>LEVEL THREE: OUTCOMES</u> -Program and Policy Effectiveness -Government Goals		v v	v v	<u>GOALS ACCOUNTABILITY REPORT CARD</u> (POLICY RESULT S ACCOUNTAB ILITY)

The Philippine President's New Performance Management and Reporting System

Realization of Societal Goals/Outcomes

SER
Socio-
Economic
Report

Delivery of Government Priorities/Sectoral Outcomes

Good
Governance
and Anti-
Corruption

Human
Development
& Poverty
Reduction

Economic
Development

Security,
Justice, and
Peace

Climate
Change
Adaptation

P^PARC
Priority Program
Accountability
Report Card

Delivery of Core Business/Organizational Outcomes

MARC- I
MFO
Accountability
Report Card

Major Final Outputs (Citizen-focused Service & Product Results)

Financial Stewardship

Internal Process

Leadership, Learning
and Growth

MARC- II
Management
Accountability
Report Card

Individual Performance Evaluation System

Performance Measurement and
Accountability Systems

Conclusion– Building a Performance Management Framework

1. THE WHY?

- What is the purpose of the performance management system: to measure and report performance; or to improve management and policy performance, or both?

2. THE WHAT?

- Should we measure Management performance, or program and policy performance, or both? What management factors should be measured?
- What level is the measurement– at Government level, Departmental level or both?

3. THE HOW?

- What measures will be used for determining performance for each factor? Will measures be process measures, results measures, or both? How will results be reported and to whom– President, Congress, Citizens?How?

4. THE WHO?

- Which central agency will conduct the reviews and provide oversight? What is the role of departments and what is the role of central agencies?



A Performance Measurement Example: How to Utilize Customer Satisfaction Data to Improve Performance in the Public Sector

Brian Marson



Presentation Outline

1. Good Practices in Measuring Clients' Expectations, Satisfaction and Priorities for Improvement

- Citizens First, Kiwis Count, and Taking Care of Business
- The Common Measurements Tool
- Performance-Importance Matrix

2. Good Practices in Client Satisfaction Measurement and Performance Improvement at the Department Level

CASE 1. The Royal Canadian Mounted Police

CASE 2. British Columbia Province Internal Service Improvement

CASE 3: Centrelink, Service Canada and Service BC

The Importance of Listening to Citizens and Clients

“Promoting public participation in service design and delivery will be critical in solving how to deliver more effective services at a lower unit cost.....This will require a rigorous analysis of the service delivery value chain; knowing how to progress from a deep analysis of clients' needs and expectations to delivering a service of quality with strong client input and feedback ...”

-The Institute of Public Administration of Australia
Getting Serious on Client Service, December 2011



The Client Feedback Toolbox

Interview Methods:

- In-depth interviews
- Client focus groups
- Exit interviews

Questionnaire Methods:

- Mail surveys
- Telephone surveys
- Exit surveys
- E-mail surveys

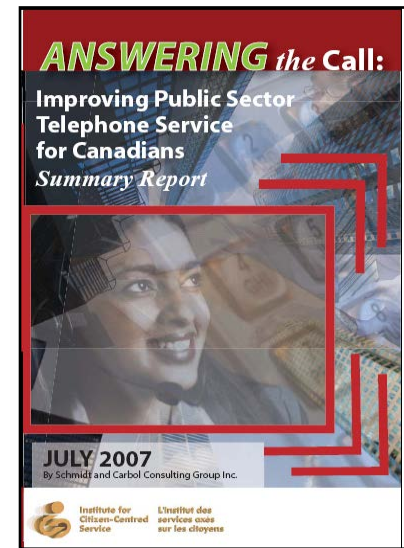
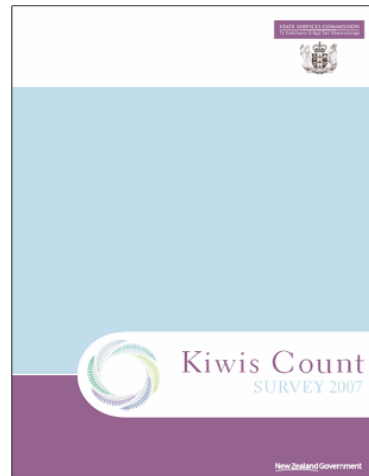
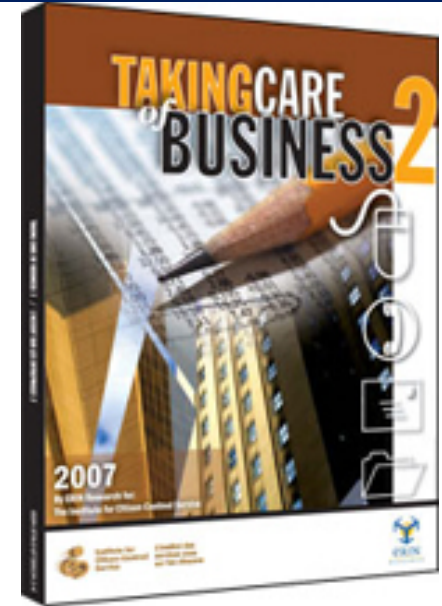
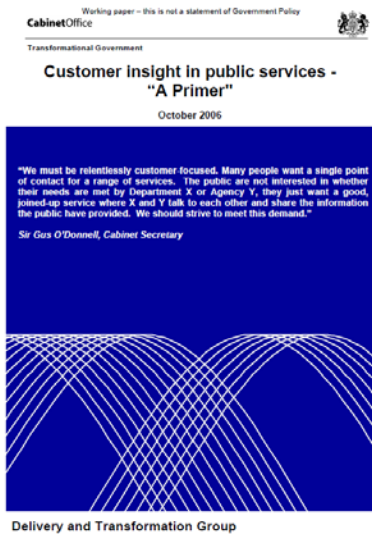
Ongoing Input Mechanisms:

- Toll-free numbers
- Suggestion boxes
- Response cards

Plus:

- Customer Journey Mapping
- Citizens Panels
- Complaint Analysis

Surveying Clients in the Public Sector



Citizen/Client Satisfaction Measurement in the Public Sector: Some Best Practices

COUNTRY LEVEL

- ▶ Citizens First -Citizen Surveys (Canada)
- ▶ Kiwis Count -Citizen Surveys (New Zealand)
- ▶ Taking Care of Business -Business Surveys (Canada)
- ▶ Canada Internet Panel

DEPARTMENT LEVEL

- ▶ American Customer Satisfaction Index (ACSI) –USA
- ▶ The Common Measurements Tool (CMT) -Canada
- ▶ Institute of Citizen Centred Service- CMT Benchmarking Service

Accenture on the Role of the Institute for Citizen Centred Service Around the World



*“**The Institute for Citizen-Centred Service, works with governments across Canada and around the world to improve citizen satisfaction with public sector service delivery....**Canada's focus on self-examination and its **relentless pursuit of user feedback** have allowed it to continue to build what is clearly one of the world-leading customer-focused government programs...setting the standard for the rest of the world.”Accenture*



www.iccs-isac.org

The Common Measurements Tool and CMT Benchmarking Service

- ▶ Created by the Canadian Public Sector based on the research findings on the drivers of client satisfaction in the delivery of public sector services
- ▶ The CMT is managed by the inter-governmental Institute for Citizen Centred Service, which serves and assists all Canadian and international CMT users
- ▶ The ICCS provides a CMT survey data base to provide benchmarking services to users of the CMT
- ▶ The CMT is used in Canada (all governments), New Zealand, Australia, Singapore, Qatar and is under consideration by other countries, including Philippines
- ▶ It is updated based on new research insights
- ▶ Winner of a Silver CAPAM Innovation Award and acclaimed by both Accenture and by a US Government (GSA) study.

Research: Key Drivers of Service Satisfaction

Citizens First 4

CLIENT SATISFACTION



The “Gold Standard” in Client Satisfaction Measurement: The Common Measurements Tool

DRIVER	CMT QUESTION
Extra Mile	Staff went the extra mile to make sure I got what I needed. How much do you agree with the statement?
Knowledge	Staff were knowledgeable and competent. How much do you agree with the statement?
Fairness	I was treated fairly. How much do you agree with the statement?
Outcome	In the end, did you get what you needed?
Timeliness	Overall, how satisfied were you with the amount of time it took to get the service?

Service Dimensions and Client Types



The CMT is designed to collect feedback relating to a broad range of service dimensions including:

- Access
- Timeliness
- Staff Performance
- Communications
- Channel experience

The CMT is designed for and has been used in both external and internal client surveys at all levels of government. Approximately twenty percent of data in the ICCS' Benchmarking Database comes from internal client surveys.

What Makes the Common Measurements Tool So Useful?

- ▶ **A Consistent Set of Questions:** The CMT consists of a bank of carefully constructed questions that apply to service delivery across a wide spectrum of public sector service and products. It can be used with both internal and external clients.
- ▶ **A Tool that can be Customized:** Individual organizations can adapt the CMT to their own situations by a) selecting the survey outline (“Historical Tracking” or “Standardized”) that suits their research objectives; b) selecting the “Basic User” or “Advanced User” option depending on their research needs and capabilities; c) selecting relevant questions from the question bank; and d) creating custom questions where these are required. Therefore, organizations can get the benefits of benchmarking CMT questions without giving up the ability to track questions of special interest to their business.
- ▶ **Focused on Improving Service Delivery:** Service quality systems often stop at the report card stage, providing measures of current performance but not the directional information that is necessary to guide service improvements. The CMT provides report card-like measures as well as information to guide service improvement.
- ▶ **A Basis for Benchmarking Service Quality:** Observing the performance of other organizations can be a great catalyst. The Institute for Citizen-Centred Service (ICCS) maintains a confidential database of CMT research results, and reports benchmarks for numerous types of public sector organizations.

Channels of Service Delivery and Data Collection

CMT questions address the full range of service delivery channels such as:



- Telephone
- In-person
- Web
- Mail
- Email
- Kiosk

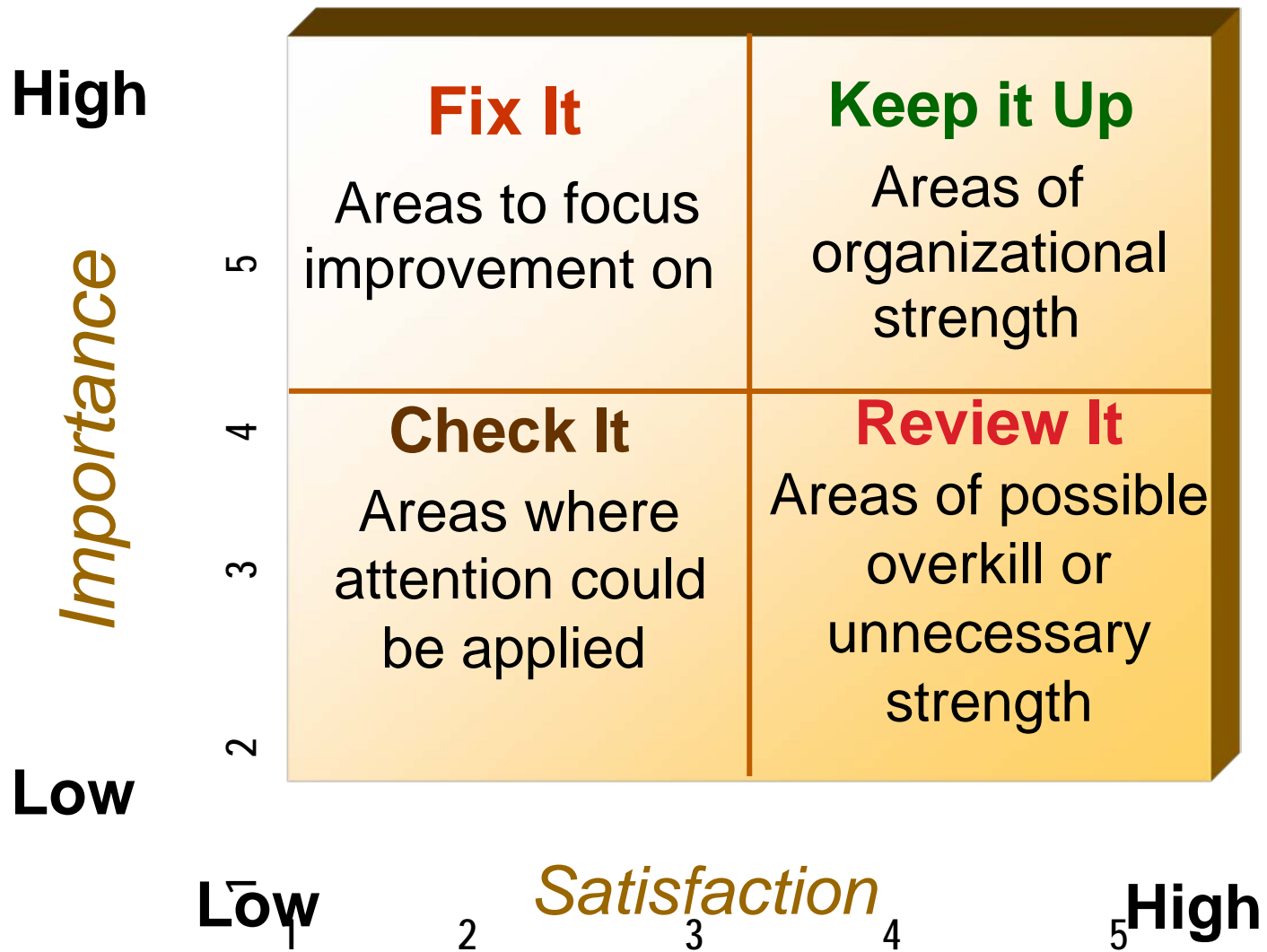


In addition, the questions are designed for data collection across the same spectrum of channels.

How does the CMT work? -Measuring both satisfaction and Importance

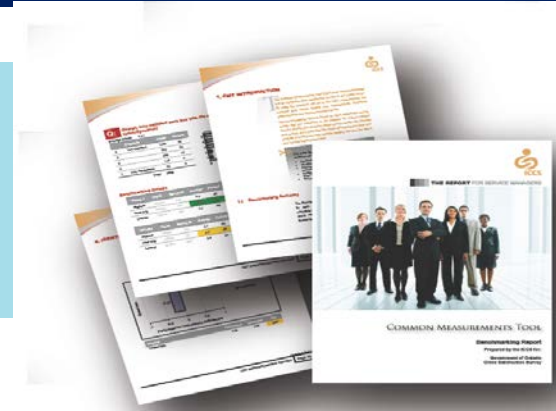
STATEMENT	AGREEMENT						IMPORTANCE						Phone	In-person	Web	Mail	Email
	Strongly disagree				Strongly agree	NA	Not at all important				Very important	NA					
L. Staff were courteous	1	2	3	4	5	NA	1	2	3	4	5	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
M. Staff were helpful	1	2	3	4	5	NA	1	2	3	4	5	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
N. Staff were good listeners	1	2	3	4	5	NA	1	2	3	4	5	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Staff were respectful	1	2	3	4	5	NA	1	2	3	4	5	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P. Staff were flexible	1	2	3	4	5	NA	1	2	3	4	5	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Q. I waited a reasonable amount of time at the service location	1	2	3	4	5	NA	1	2	3	4	5	NA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R. It was easy to find [agency's] website	1	2	3	4	5	NA	1	2	3	4	5	NA	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S. When I got to the site, it was easy to find what I was looking for	1	2	3	4	5	NA	1	2	3	4	5	NA	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Importance/Satisfaction Matrix



Institute for Citizen Centred Service- Benchmarking Database

A central database for storing CMT data has been built, allowing organizations to anonymously compare results against peers.



Organizations benefit from:

- Alignment of Services
- Direct Comparisons
- Sharing of Knowledge and Best Practices



The CMT Benchmarking Reports

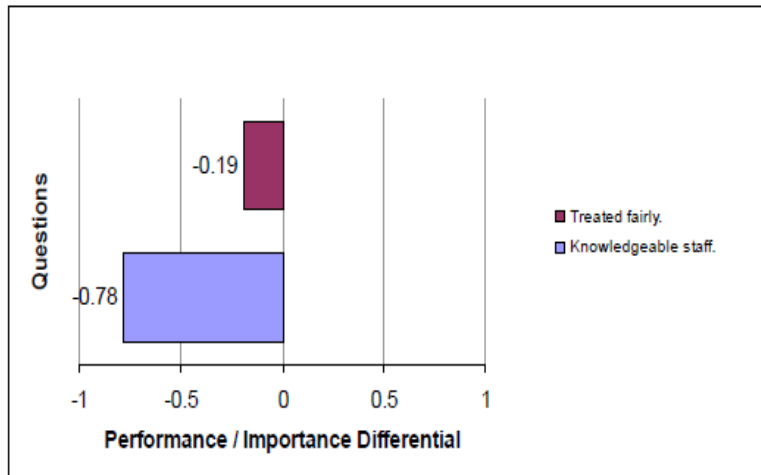
Questions	Your Org	Group 1	Group 2	Group 3
Overall service quality satisfaction.	3.75	4.20	4.00	4.00
Overall accessibility satisfaction.	3.94	4.10	4.30	4.10
Treated fairly. Agreement.	4.57	4.30	4.30	4.30
Treated fairly. Importance.	4.76	4.60	4.70	4.60
Knowledgeable staff. Agreement.	4.03	4.30	4.20	4.20
Knowledgeable staff. Importance.	4.81	4.60	4.80	4.70
Overall satisfaction. Time.	3.28	3.90	4.00	3.90

Introduction of colour-coding enables easy identification of problem areas as well as quick assessment of the overall performance.

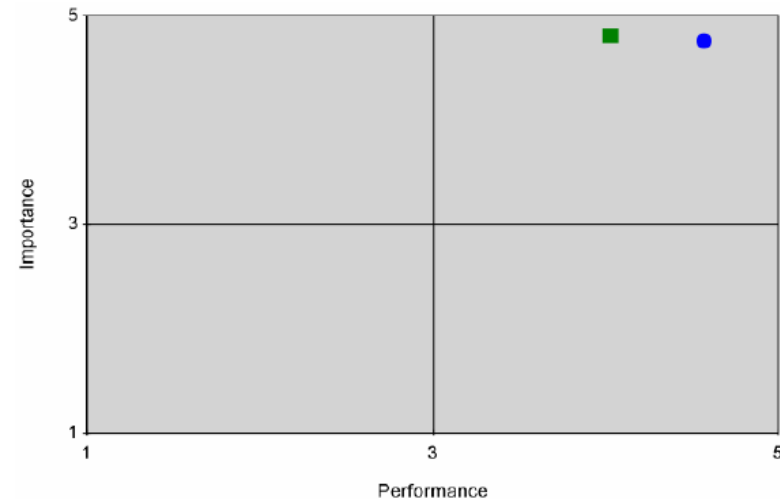
CMT Report: Priorities for Service Improvements

The CMT benchmarking report offers various methods of identifying the areas in need of improvement.

GAP ANALYSIS

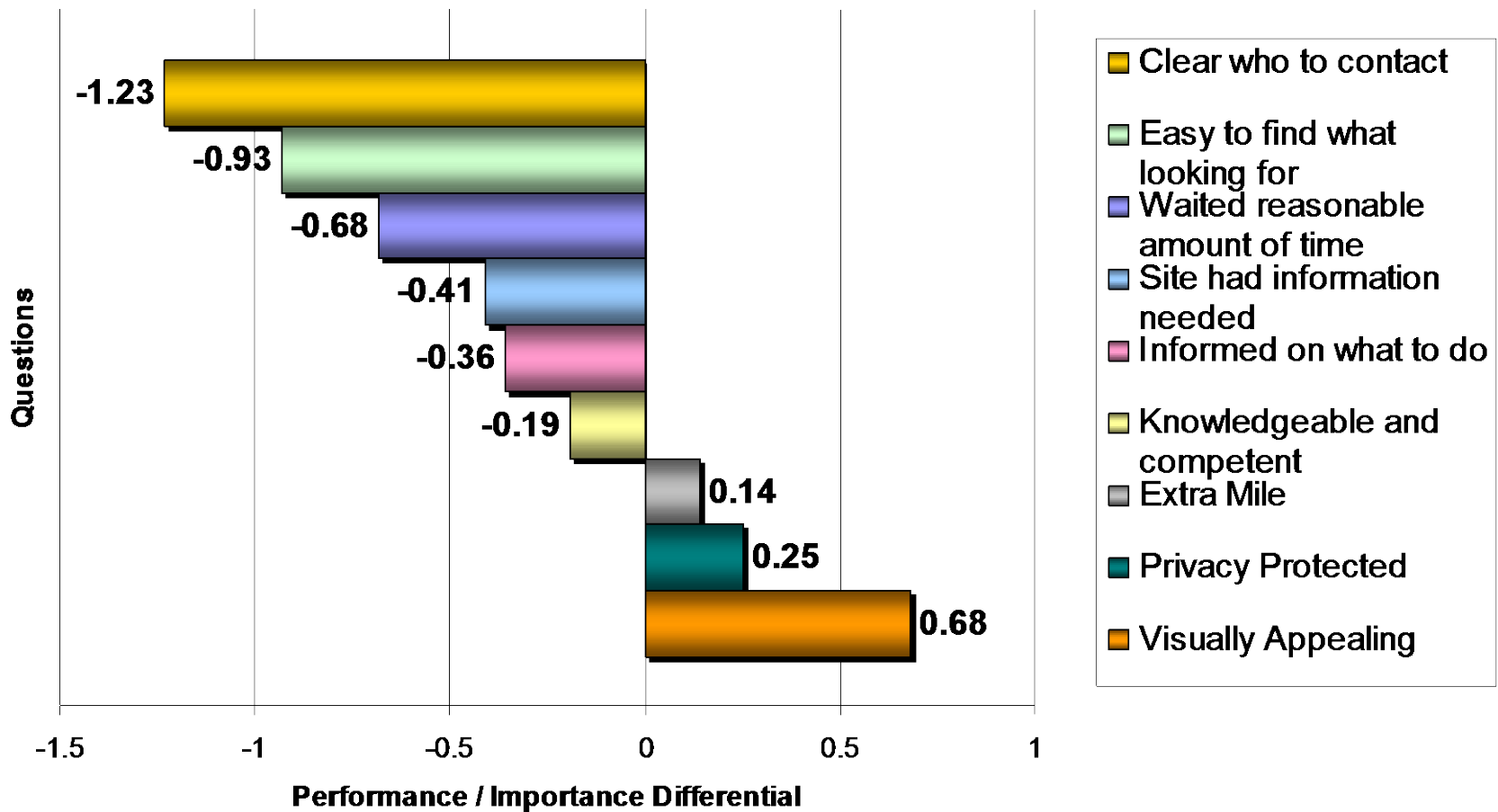


PERFORMANCE/IMPORTANCE MATRIX

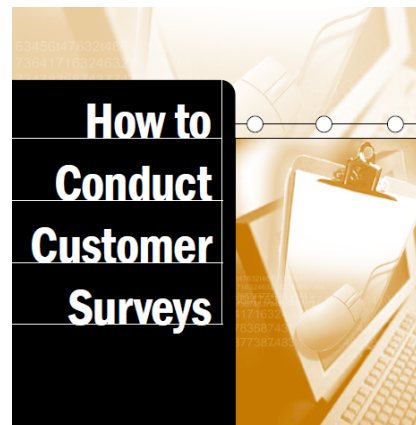


Question	Performance	Importance	Gap
● Treated fairly.	4.57	4.76	-0.19
■ Knowledgeable staff.	4.03	4.81	-0.78

CMT Reports: Priorities for Service Improvements for a Government Service



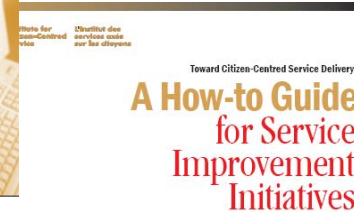
CMT Related Publications



 Institute for
Citizen-Centred
Service

L'Institut des
services axés
sur les citoyens

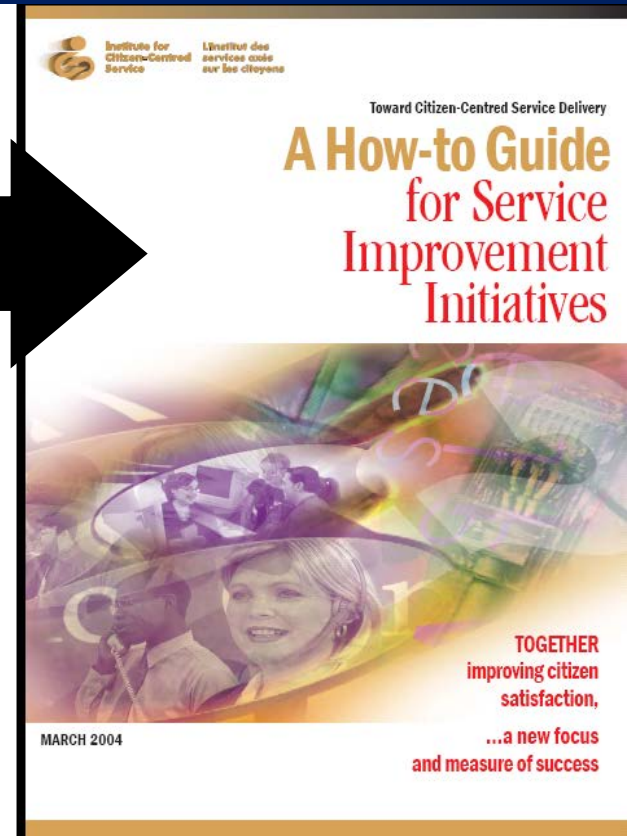
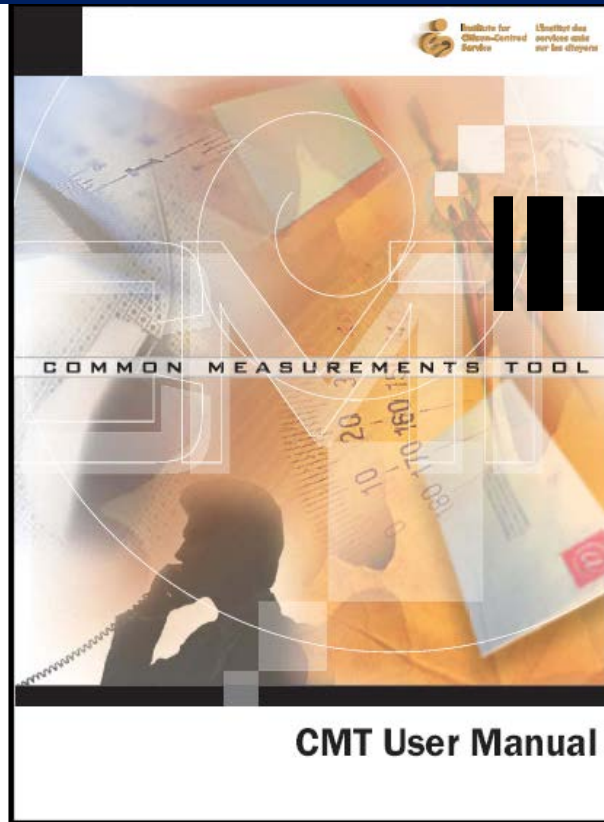
Manual



CMT User Manual

- CMT Question Bank
- CMT User Manual
- How to Conduct Customer Surveys
- A How-to Guide for Service Improvement Initiatives

From Survey Data to Service Improvement- The Institute for Citizen Centred Service Model

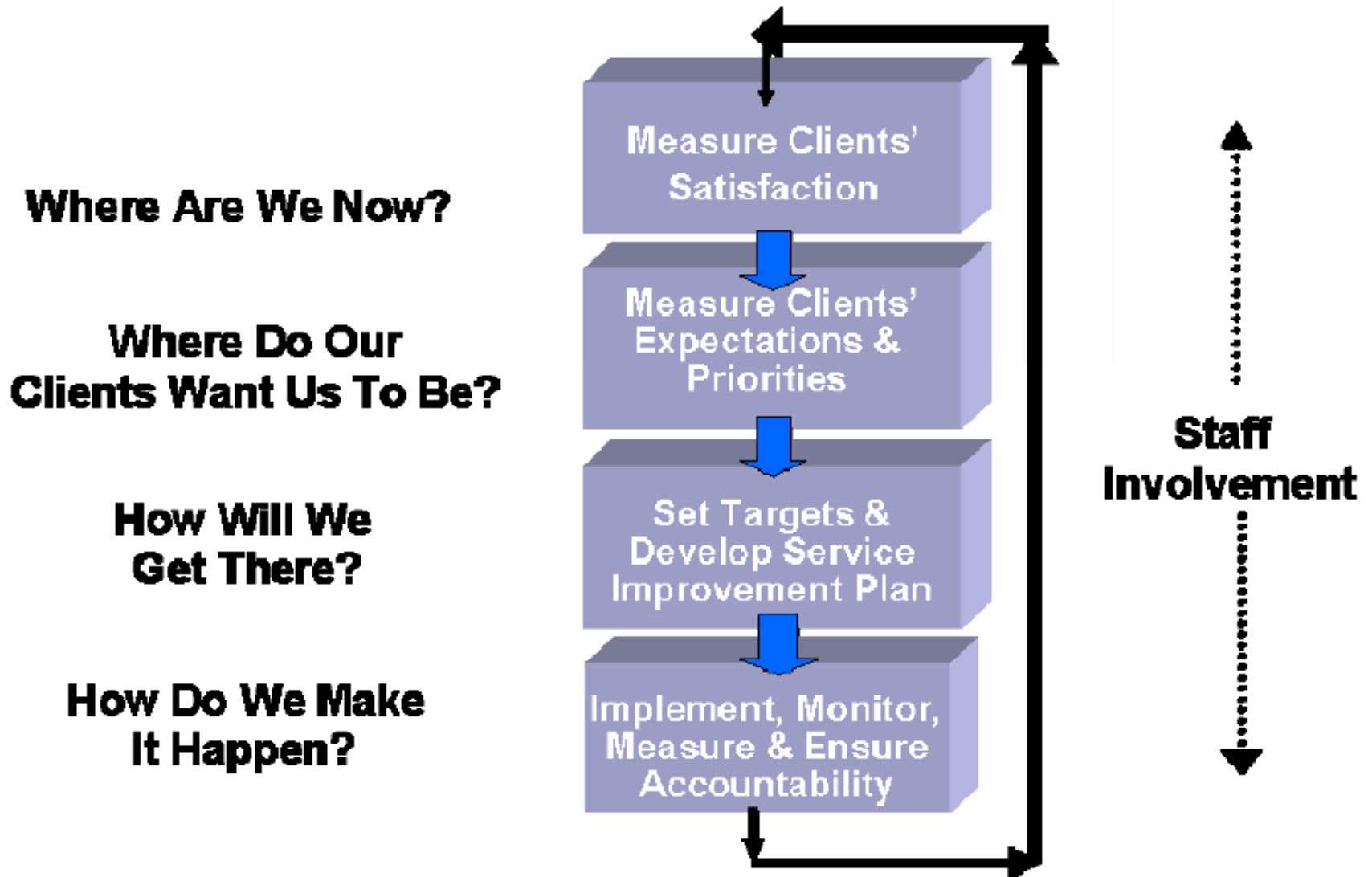


The CMT is now being used across the Canadian Public Sector and under license in New Zealand, Australia, UAE, Qatar and several other countries

www.iccs-isac.org

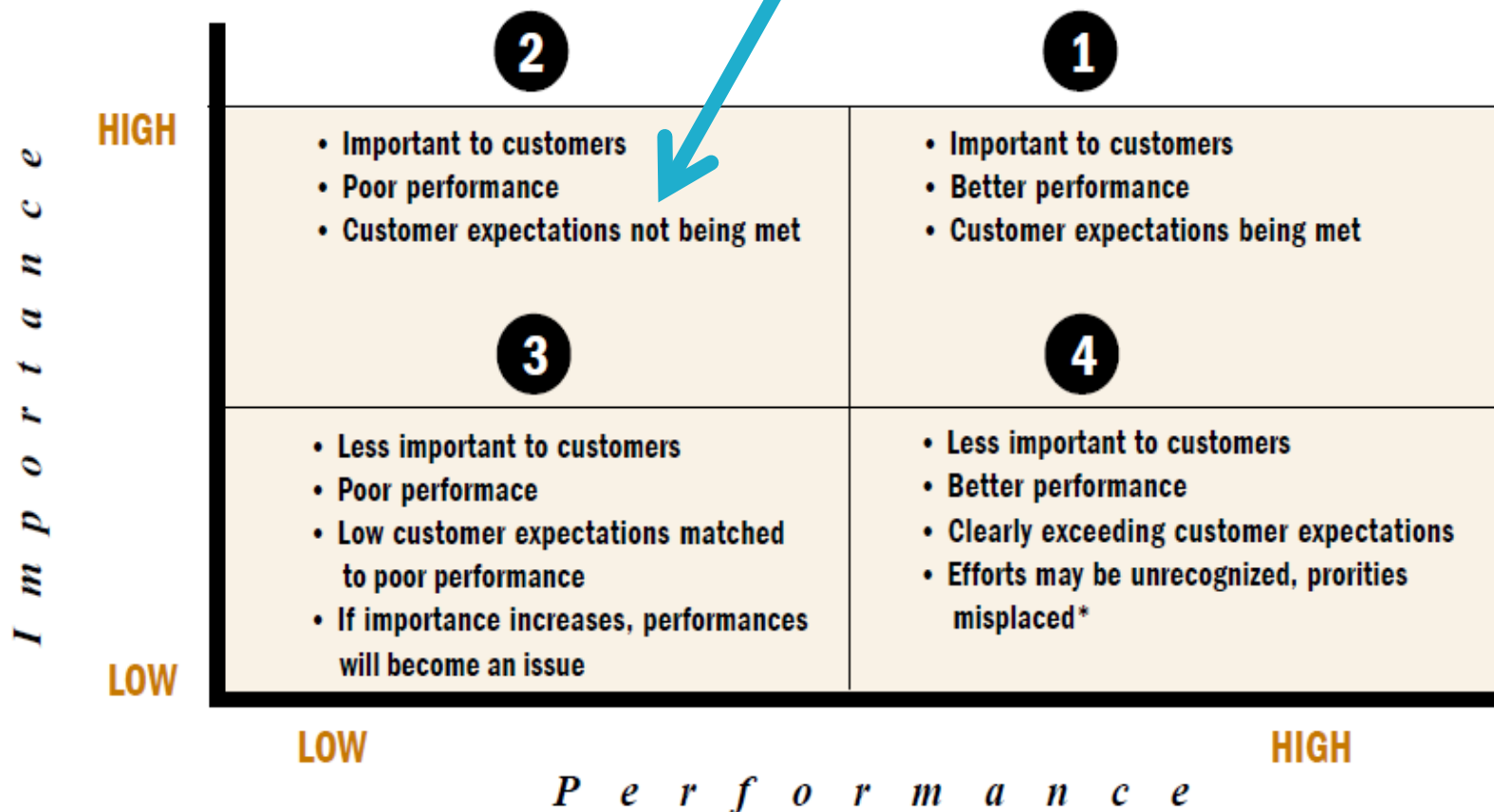
The Service Improvement Process

(Model used to improve Canadian Government services satisfaction rates by 12% over five years)



Using the Performance-Importance Matrix to Set Improvement Priorities

e.g. Timeliness, Courtesy, Red Tape, Corruption, One-Stop Service





Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada



Royal Canadian Mounted Police

www.rcmp-grc.gc.ca



Case Study 1: RCMP



**Royal Canadian
Mounted Police**

**Gendarmerie
Royale du Canada**

RCMP is employing the CMT because they want to be able to...

- obtain key results information so they can assess how well they are doing
- make themselves more fully accountable to Parliament, partners, public and all levels of the organization
- help make strategic decisions using results-based intelligence
- compare their performance against that of others – are they becoming an organization of excellence?
- demonstrate they are delivering “value for money” currently invested in their programs
- demonstrate value for new funds being requested
- stop doing initiatives that don’t assist their strategy!

The Canadian National Police (RCMP) Measure Citizen Satisfaction with Police Service Every Year



Royal Canadian Mounted Police
Gendarmerie royale du Canada

Canada

Royal Canadian Mounted Police

www.rcmp-grc.gc.ca

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National RCMP

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Core Surveys 2011

- [Executive Summary](#)
- [Core Surveys](#)





Royal Canadian Mounted Police

www.rcmp-grc.gc.ca

RCMP Regular Core Surveys

In its continued commitment to quality service delivery, the RCMP launched the Core Surveys to capture the views of Canadian citizens, contract partners, policing partners and stakeholders.

Survey of Canadians' View of RCMP Policing Services

Target population: Random sample of 5700 Canadians from all provinces and territories

Survey of Contract Partners

Target population: Attorneys General, Mayors, and Aboriginal leaders from communities policed by the RCMP . Ontario and Quebec are not included in this survey as the RCMP is not the police force of provincial or local jurisdiction

Survey of Policing Partners

Target population: Chiefs of Canadian police forces and contacts within police services

Survey of Stakeholders and Other Partners

Target population: Assistant Deputy-Ministers (ADMs), ADM-equivalents, regional contacts from federal departments/agencies and other contacts from "non-police" partner organizations such as provincial ministries, and NGOs.

Example of the OnLine RCMP Survey Results

canada.gc.ca

Home > Performance Management Surveys > Core Surveys 2011 > Core Surveys 2011: National Level Results

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Core Surveys 2011: National Level Results

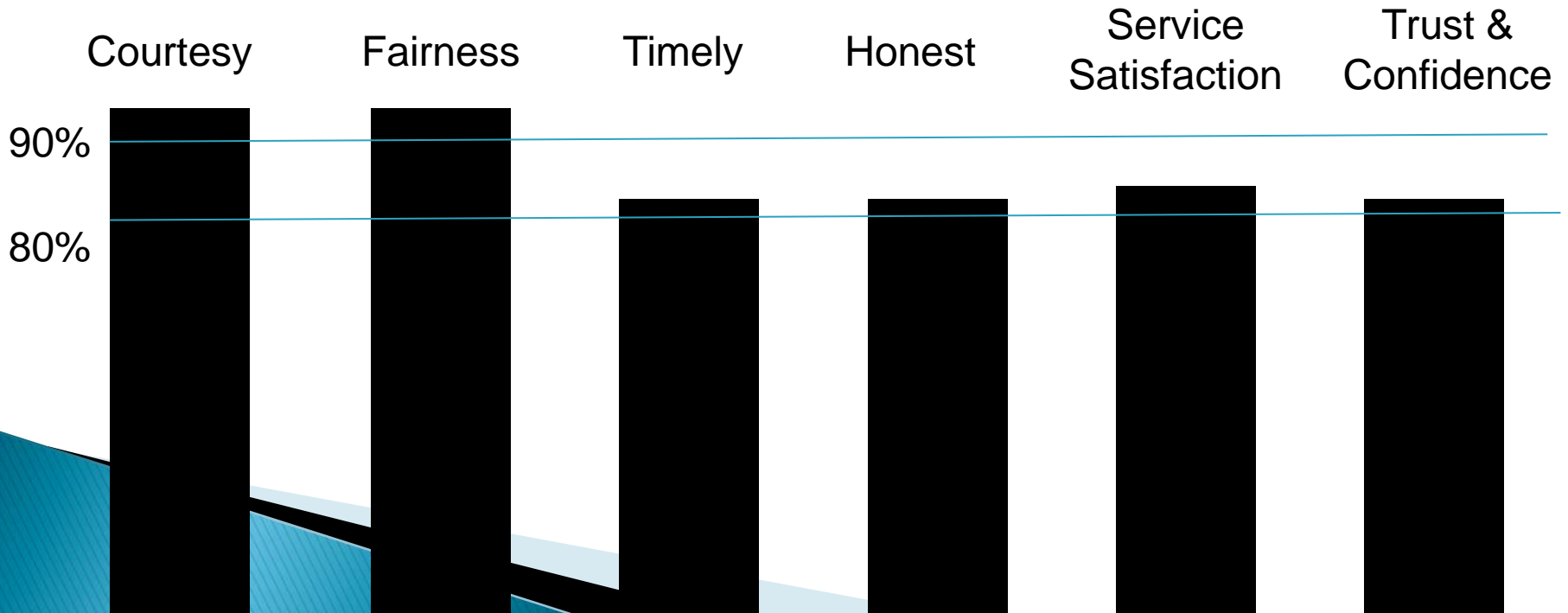
- [Survey of Canadians' Views of RCMP Policing Services](#)
- [Survey of Contract Partners](#)
- [Aboriginal Community Results](#)

Survey of Canadians' Views of RCMP Policing Services

Questions	Disagree (%)	Neither (%)	Agree (%)	Count
How important is the RCMP's contribution to a safe and secure Canada?	1	1	98	6980
How satisfied are you with the RCMP's contribution to a safe and secure Canada?	6	6	87	6889
The RCMP's services are important for Canada?	1	1	98	6992
The RCMP demonstrates	7	5	88	6921



▶ Examples of 2011 Citizen Survey Results Including Core Common Measurement Tool Questions

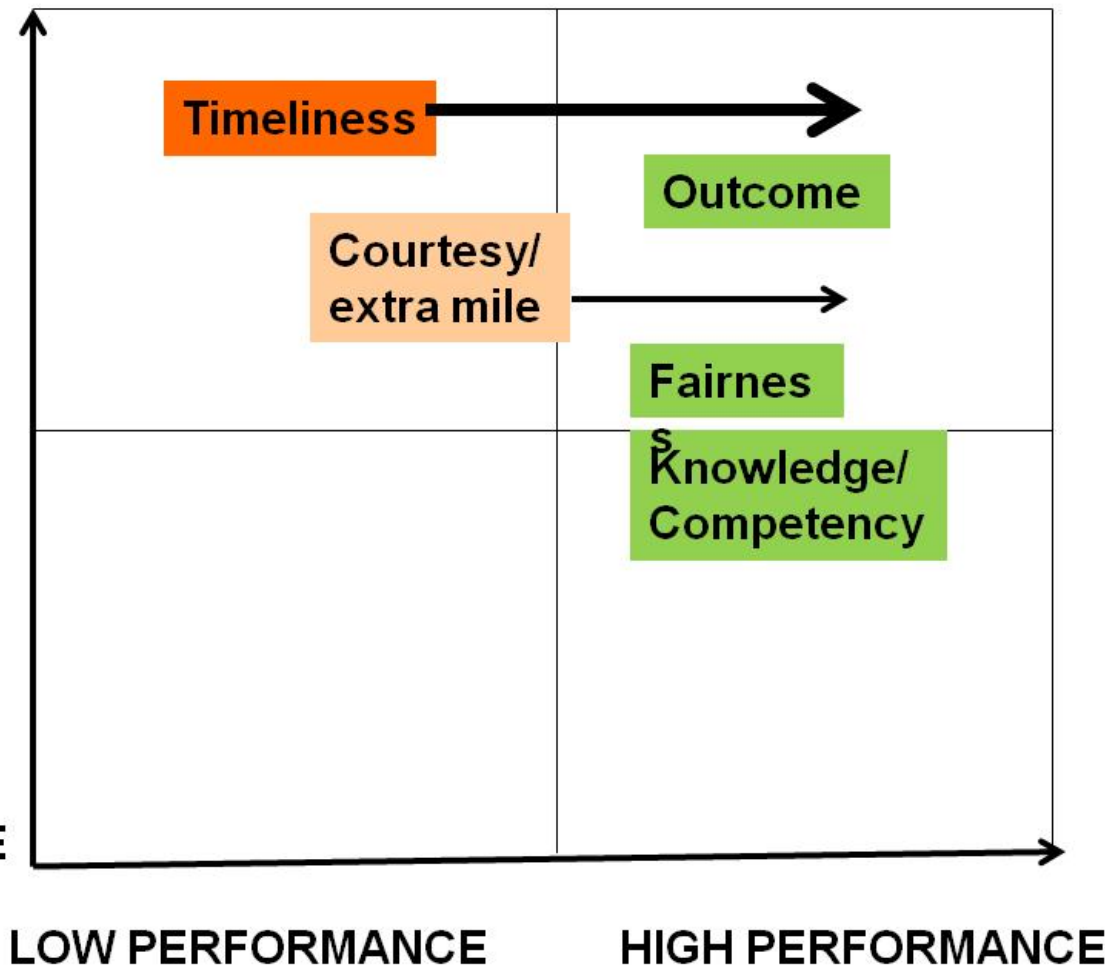


Using the Importance-Performance Matrix to Set RCMP Service Improvement Priorities

HIGH
IMPORTANCE

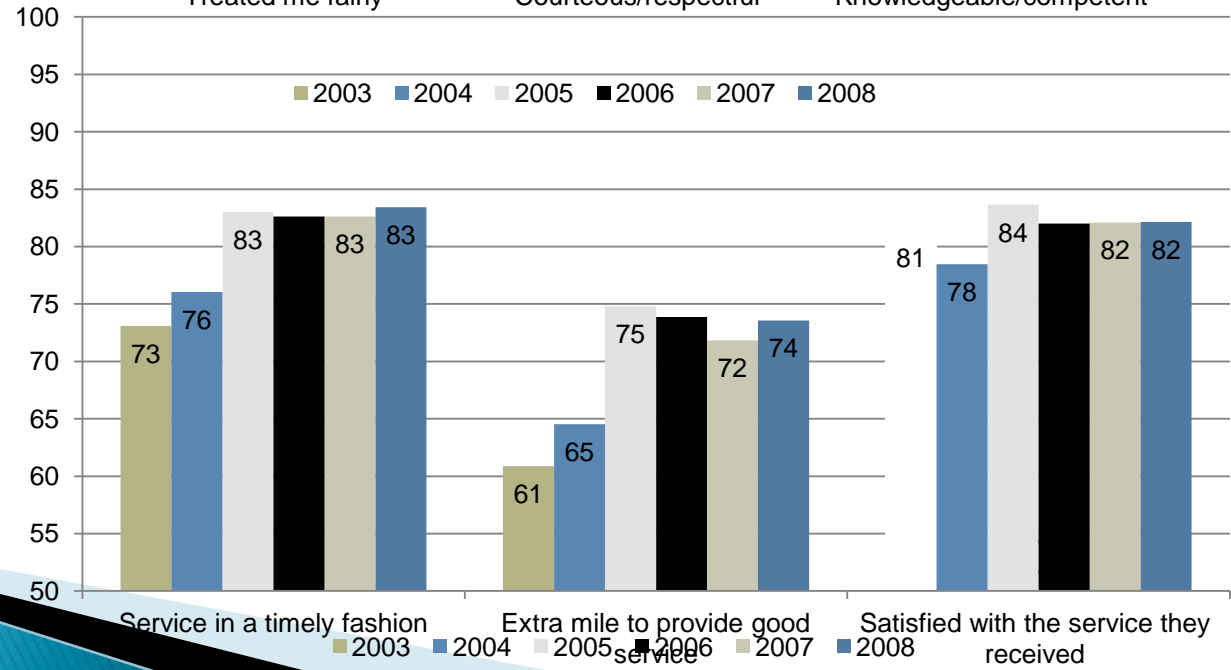
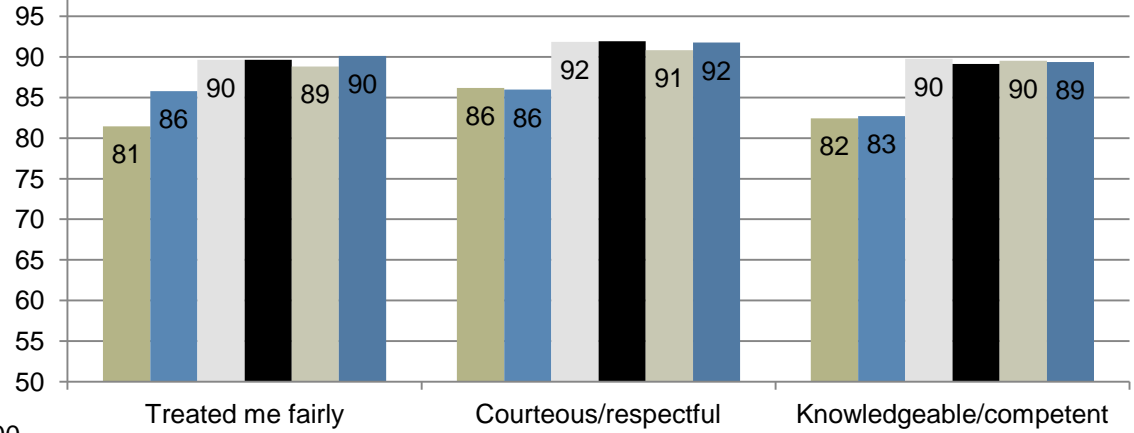


LOW
IMPORTANCE



Improving the Royal Canadian Police Service Performance

What Canadians, who have had contact with the RCMP, are saying



Measuring and Achieving Service Excellence and Client Satisfaction Across Canada

**Royal
Canadian
Mounted
Police**



**83%
Client
Satisfaction**



211Ontario.ca

**92%
Best
Public
Sector
Call
Centres**

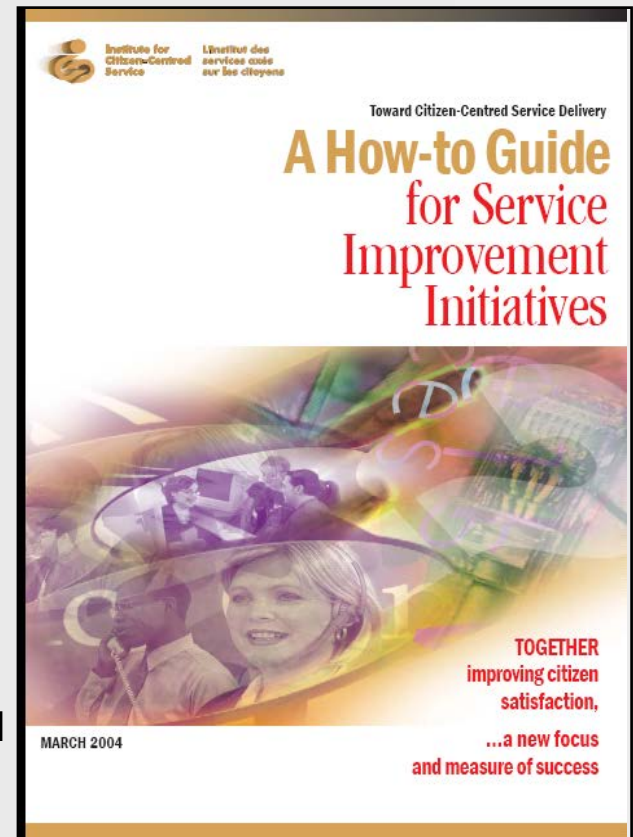
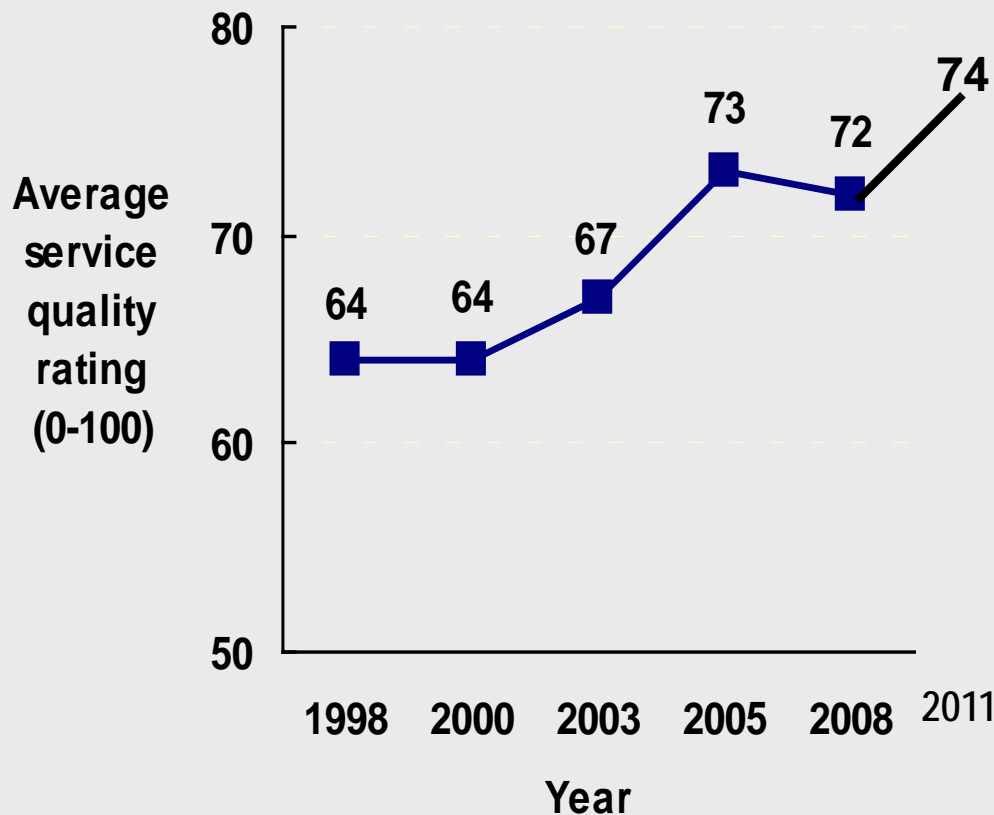


**Service
British
Columbia**

**95%
Client
Satisfaction**

Improving performance in Canada..... making a difference for citizens

Long-term trend for 26 services



In Some Cases, Outperforming the Private Sector

“Many public sector services outperform mainstream private sector services in the eyes of Canadians” (Citizens First-4 Survey, 2006)

How do public and private services compare? <i>Citizens First 1 and 4</i>				
Services	Mean Service Quality Score (0-100)			
	Private		Government	
	CF1	CF4	CF1	CF4
Visited a public library	-	-	77	84
Supermarkets	74	71	-	-
Canada Post	-	-	57	70
Private mail carriers and courier companies	68	74	-	-
Used municipal public transit (bus, streetcar, subway)	-	-	58	68
Taxis	57	64	-	-
Average rating across services shown	66	70	64	74

Case Study 2: Government of British Columbia

Service satisfaction Measurement: Using the CMT in the Government of British Columbia:

➤ **Surveys of citizens**

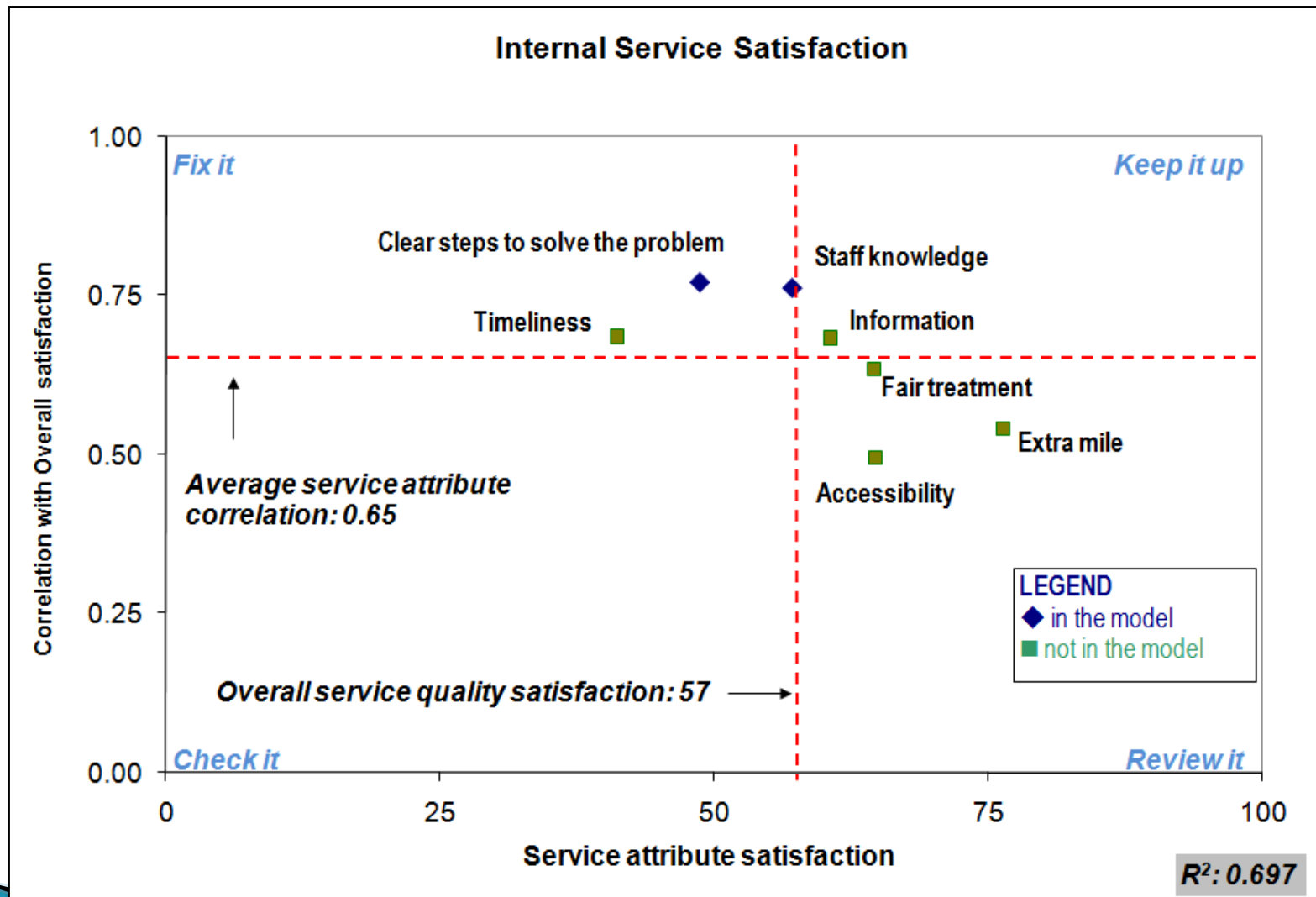
- Single-window service delivery
- Resource ministry services
- Social services

➤ **Surveys of government workers**

- Internal shared services
 - e.g. Payroll, IM/IT
- Administrative services
 - e.g. Financial, HR

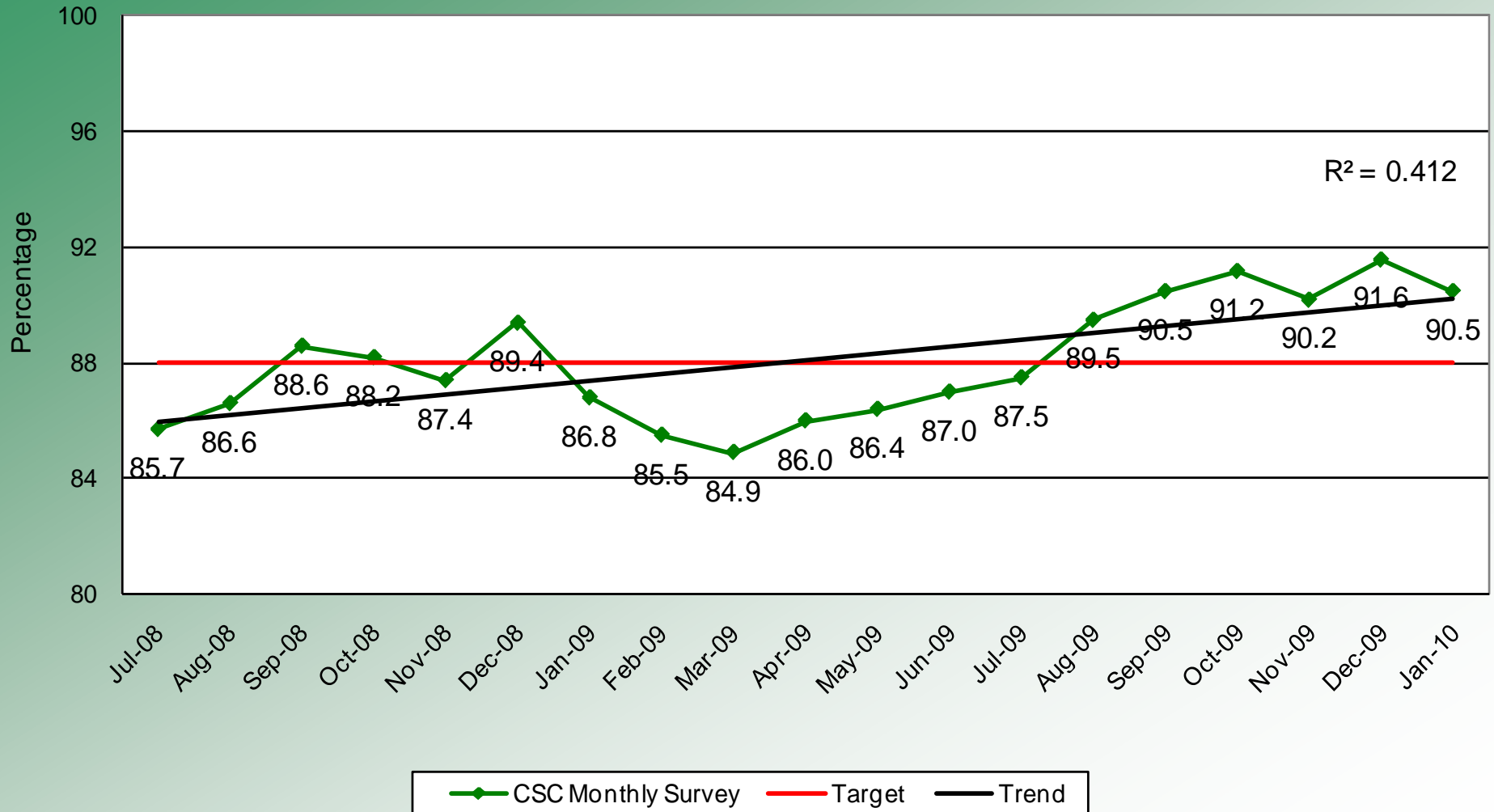


Case Study 2: Government of British Columbia- Internal Service Satisfaction

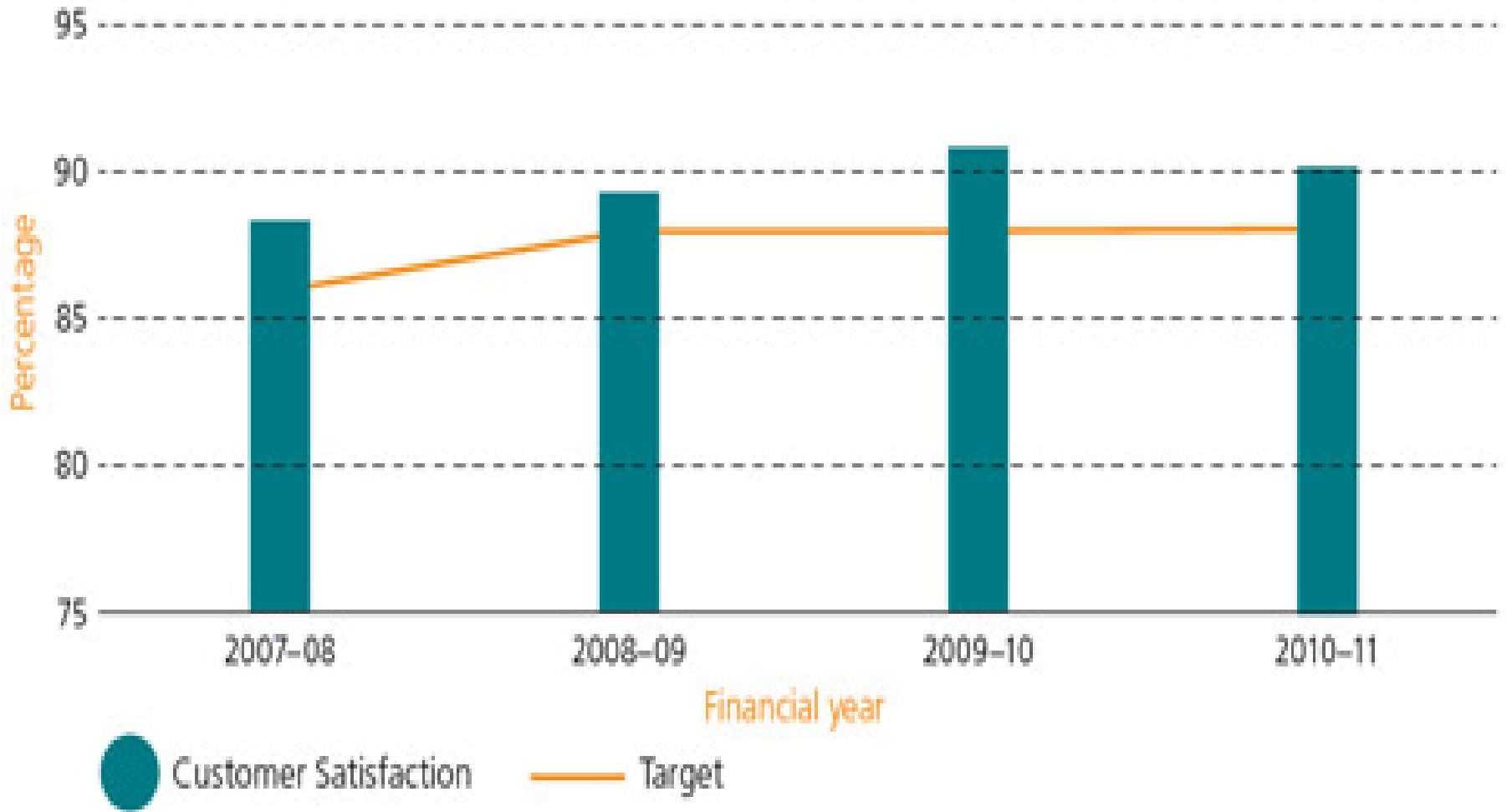


Case Study 3: Client Satisfaction Measurement and Benchmarking: Centrelink & Service Canada

Customer Service Centre
Overall Customer Satisfaction with service, including the quality of people, services and information
July 2008 to January 2010



Australia Centrelink Customer Satisfaction Trend (2007-2011)



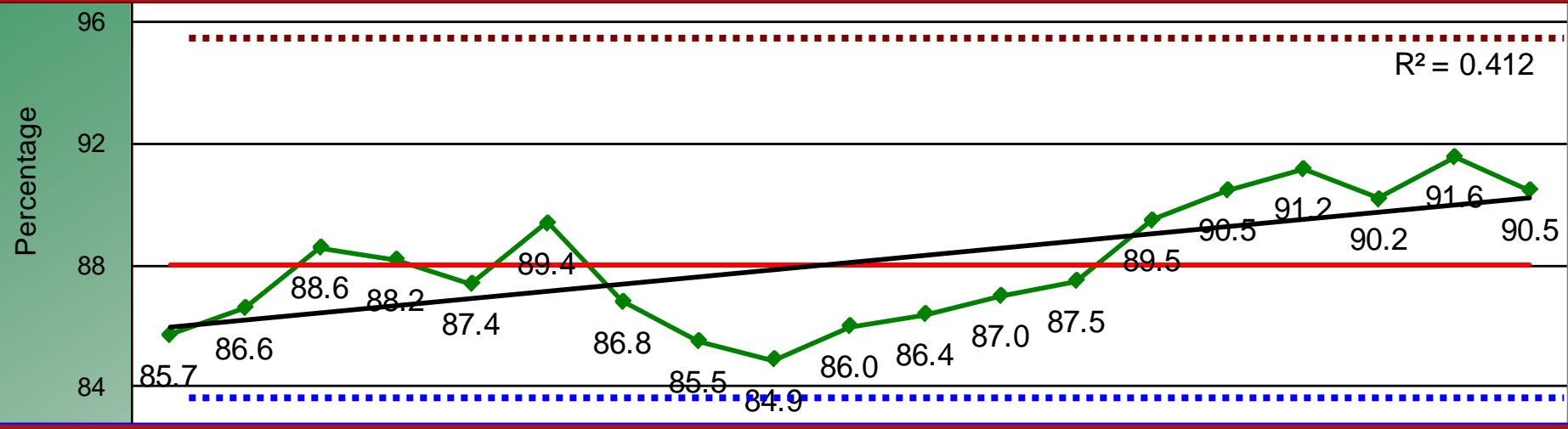
Source: Customer Service Centre Satisfaction Survey and Centrelink Call Satisfaction Survey, DBM Consultants.

Benchmarking Centrelink's Results with Service Canada and Service British Columbia

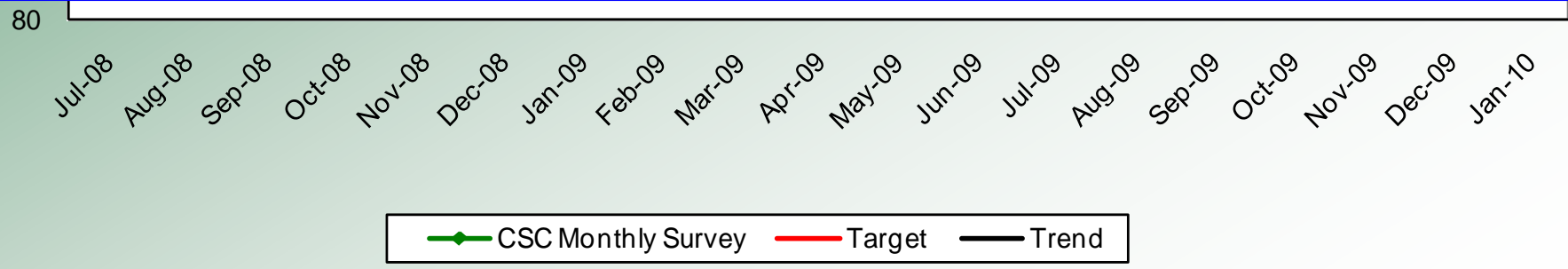
Customer Service Centre
 Overall Customer Satisfaction with service, including the quality of people, services and information
 July 2008 to January 2010



Service British Columbia – 95% Satisfaction Levels (CMT)



Canada Business Service Centres & Service Canada- 83% Satisfaction (CMT)



◆ CSC Monthly Survey
 — Target
 — Trend

ANNEX: Citizen Satisfaction Benchmark Ranges (USA Data)

Average Adjusted Percentage to Maximum (PTM) Ratings for Individual Services

