Managing government performance through Key Performance Indicators (KPIs)

Dr Ann Nevile
Government
• Evaluate: How well is my program performing?
• Control: How can I ensure that my agent is doing the right thing?

Service delivery organisations
• Learn: Why is x working or not working?
• Improve: What exactly do we need to do differently to improve performance?
Characteristics of performance measures (1)

If the purpose of performance measurement is evaluation:
• then outcome measures are used

If the purpose of performance measurement is control:
• then inputs that can be regulated are used
Characteristics of performance measures (2)

If the purpose of performance measurement is learning:
• use disaggregated data that can reveal deviancies from the expected

If the purpose of performance measurement is improving:
• you need information about what is going on inside the organisation that explains how changes in inputs, environment and operations leads to changes in outputs and outcomes