Marc Holzer Public Performance Symposium 2023

About the Symposium

The 2023 Marc Holzer Public Performance Symposium at the 2023 ASPA Virtual Conference commits to discussing effective data use for performance improvement and capacity enhancement to institutionalize the routine use of data-driven decision-making in public and nonprofit administration. The Symposium aims to share best practices and recommendations to promote data-driven governance and progress, which could be implemented nationally and internationally.

The theme of the 2023 Symposium is "The Use of Performance Data in Promoting Good Governance" With the following tracks:

- Performance data, governance, and democracy
- The use of data to drive performance
- Performance reporting, performance feedback, and communication
- Data-driven decision-making and stakeholder engagement

The Symposium is jointly organized by the Section on Public Performance and Management (SPPM) of the American Society for Public Administration and the National Center for Public Performance, Suffolk University Boston.

Symposium Organizing Committee

Aroon Manoharan, Chair (Suffolk University Boston)
Bryan Bates (Suffolk University Boston)
Younhee Kim, Section Chair (Penn State Harrisburg)

Gordon Kingsley, Section Secretary (George Tech)
Tamara Dimitrijevska-Markoski, Section Treasurer (University of South Florida)

Welcome Speech

The Symposium focused on leveraging data to enhance performance and capacity in public and nonprofit organizations and institutionalize data-driven decision-making. The event featured panel discussions highlighting best practices and recommendations for data-driven governance. During the Welcome Address, Younhee Kim, SPPM Section Chair, Aroon Manoharan, NCPP Executive Director, and Marc Holzer emphasized the significance of SPPM, NCPP, and the annual symposium. Marc provided insight into the symposium's history, highlighting its role as a platform for in-depth conversations and showcasing current work in the field.

The information approach

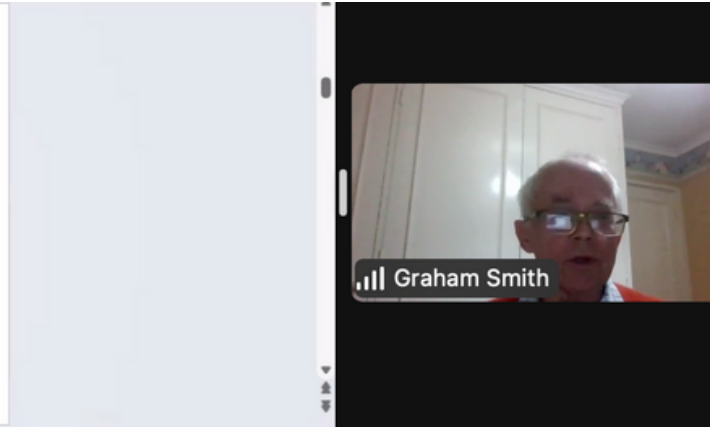Maybe insufficient information about performance is holding managers back

- Clear
- Timely
- Relevant
- Accurate

Panel #1

Graham Smith, University of Canberra, Australia

In this talk "Which Data are Most Effective in Driving Performance? Some Evidence from Australian Government," Graham Smith shared a case study of two Australian government departments and their use of performance measurement after it became mandatory in 2013. His findings revealed "dispiriting conclusions on the impact" of performance measurement. This provided a valuable international perspective on the challenges that governments can face in building capacity for performance measurement, even when it is mandated.

Chengwei Wang, Renmin University of China and City University of Hong Kong, China, and Liang Ma, City University of Hong Kong, China

The presentation covered empirical evidence from 2007 to 2020 on performance rankings, resource dependence, and government reforms across 190 countries.

Ran Kim, Korea Institute of Public Administration, South Korea and Danee Kim, Seoul National University, South Korea

Ran Kim focused on the deep learning-based analysis of the motivations behind citizen participation in the e-petition platform of the Presidential Transition Committee in Korea, aiming to better understand the underlying factors that drive participation.

Keynote

Steve Kadish, Former Chief of Staff MA Governor Baker; Co-author, Results: Getting Beyond Politics to get important work done.

During his talk, Steve Kadish delved into the levels of the results framework, outlined strategies for finding the best solutions for all stakeholders involved, and shared examples of how the Baker Administration utilized the framework to address major challenges. His inspiring message conveyed the importance of collaboration across political affiliations in using the results framework to tackle complex issues within public administration.

Keynote speaker, Steve Kadish, is an executive with over 30 years of experience in both public and private sectors. He served as the first Chief of Staff for Massachusetts Governor Charlie Baker, and recently stepped down from a Senior Research Fellowship at Harvard Kennedy School's Taubman Center for State and Local Government. Kadish has held senior positions in education, healthcare, and administration, and has worked as an advisor to the World Bank and the World Health Organization. Kadish is the co-author of Results Getting Beyond Politics to Get Important Work Done.
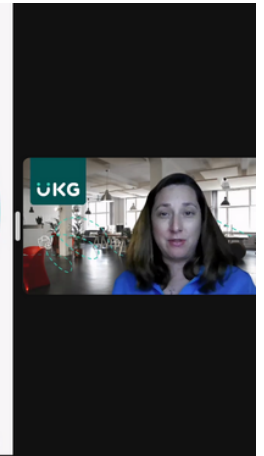
Panel #2

Steven Lagan, The Performance Institute, USA

Steve Lagan addressed the accountability paradox by proposing the integration of performance management and program evaluation as a solution.

Vinicius Neiva, FGV, Brazil and Evan Berman, FGV, Brazil

The presentation offered insights into how data-driven performance management can enhance education outcomes, by examining the education system in the Brazilian state of Panara. The study demonstrated that implementing a performance monitoring system with KPIs can improve outcomes, such as exam scores, dropout rates, attendance, and approval rates. However, the presentation also discussed potential challenges and consequences of implementing such a program. The study provided valuable insights into the benefits and limitations of a performance metric framework in education.

Hong Zhang, Dalian University of Technology, China and Tong Wang, Dalian University of Technology, China

The presentation centered on a qualitative meta-analysis study that explored the varied evidence of how digitalization in public organizations contributes to governance performance.

Ioana Munteanu, General Service Administration, USA

This talk introduced the W.I.S.E. Performance Management Framework as a critical component for building evidence engines in government.

Ioana Munteanu provided insights into the General Services Administration and Federal Acquisition Service in the U.S., and demonstrated how the W.I.S.E. performance framework can generate an open system for performance measurement.

Panel #3

Robert Lavigna, Ultimate Kronos Group, USA and Talona Felix, Ultimate Kronos Group, USA

"Using Data to Attract and Retain Talent in the New World of Work" focused on the changing nature of work and the need for organizations to adopt new strategies to retain employees. Robert Lavigna and Talona Felix emphasized the importance of collecting and analyzing data to create positive work experiences. They suggested that employers should collect not only work experience data but also turnover data to gain insights into their organizations.

Sungho Park, University of Alabama, USA

Sungho Park talked about a recent study on Organizational Performance and Government Resource Allocation, utilizing panel evidence from Washington State's public program. The research aimed to investigate the linkage between performance levels and annual program budget changes, with a focus on identifying the timing and location of this correlation. Using a comprehensive dataset comprising performance and budget information of public programs in Washington State, the study concluded that the linkage is more pronounced during fiscally turbulent times than during fiscally stable times.
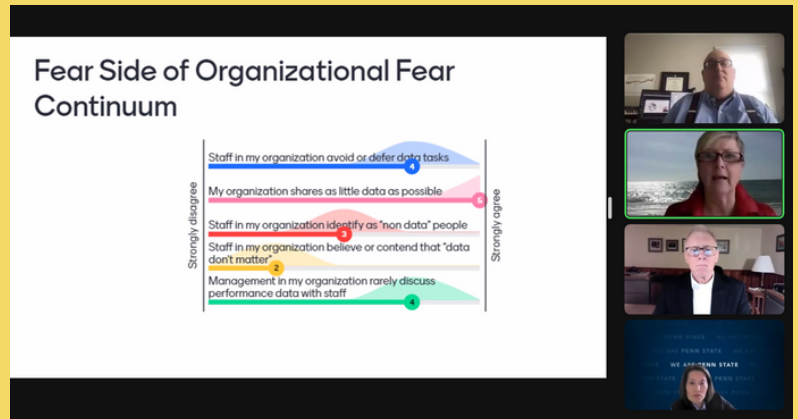
Ron Schack, The Charter Oak Group, LLC and UConn School of Public Policy, USA and Anne McIntyre-Lahner, Action2Outcomes and UConn School of Public Policy, USA

Ron Schack and Anne McIntyre-Lahner discussed the impact of "data fear" on organizations and its role in hindering the planning process, continuous improvement, and problem-solving. They also provided solutions to overcome individual data anxiety and establish a data-driven culture within the organization and offered practical steps to overcome fear and encouraged the use of data on all levels to inform decision-making.

Jen Tolentino, Results for America, and former director of the Mayor of Los Angeles' Innovation Team

Jen Tolentino drew upon her experience at the Mayor's office in the City of Los Angeles, discussing the effective use of data during the COVID-19 pandemic and other city programs. She also introduced her current organization, Results for America, and their mission to expand the data movement across federal, state, and local governments. The speaker emphasized the What Works City certification program, which guides cities to use federal funds to drive data usage within their jurisdiction.