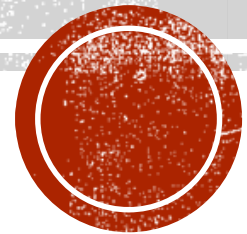


DECISION MAKING IN THE BUDGET PROCESS

Dr. Justin Ross

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DEBRIEF

- Take a few minutes minutes at your table to discuss what you chose to fund



ROUND 2

<https://tinyurl.com/2starcity>

People in your group will not know your responses



DEBRIEF

- Not everyone got the same information
 - Some had performance indicators
 - Some linked the proposals back to the strategic plan
- For example:
 - Asset management: PI: “Insurance risk adjusters will be invited to reevaluate buildings processed in the program, which if successful will result in lower liability premiums.”
 - IT: SP: “Vision (1) Goal (3) – Optimize technology to build community with public WiFi.”
- What did you do and what information did you have?
 - Did you change anything in the second round? Why or why not?



YOUR CHOICES

- In a moment we are going to look at your answers...
- We will be able to discuss:
 - What did people choose when given different levels of information?
 - Did the type of information you have influence your decision?



SO WHAT?



- Why does this matter?
- **Rich** literature on performance data... **thin** literature on performance management.
- How many of you collect performance data? What kind?
- How do you **use** that performance data?
 - Is it integrated into your processes?





ULTIMATELY IT IS ABOUT INFORMATION

We all want more information.

We all want meaningful information.

What information is useful?

How do we use that information?



WHAT DOES THE RESEARCH SAY?

- Some familiar names in this world...
 - Ammons
 - Rivenbark
 - The Benchmarking Project
- There are some broad lessons we can learn from the research
 - There are some real limitations to the research though
 - Heavily reliant on surveys, not clear about what it means to use the data, limited populations involved
 - The **power** of experimentation



WHO USES THE DATA?

- Your role matters
 - People with more specific or specialized job functions are more likely to use it
 - People familiar with performance indicators are more likely to use it
 - So does the attitude of your leadership
- Your culture matters
 - Flexibility
 - Developmental culture
- Your motivation matters
 - People with higher levels of public service motivation are more likely to use it



BEST PRACTICES FOR PERFORMANCE MANAGEMENT

- Clear goals
 - Relevant and actionable data
 - Emphasis on goals and outcomes
 - Engagement from leadership on priority setting and data driven decision making
 - Devolved decision making
 - Managerial flexibility
-
- What in here can we do from a budget perspective?



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- What in here can we do from a budget perspective?



YOUR CHOICES

- What did people choose when given different levels of information?
- Did the type of information you have influence your decision?
- How did **goal clarity** affect your answers?
- How did **outcome measures** affect your answers?
- What do you do in your home jurisdiction?
- What could you do better?
 - With regard to data and use



EXPERIMENTATION

- What we did today & how it helps eliminate problems
- What can you do in your jurisdiction?
 - We are here to help!



THANK YOU

- Please come talk to us or reach out!
- For those of you interested in how your answers today correspond with the literature we are happy to share the results of today's exercise with you!
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