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MassResults – Building a more effective, accountable, and open state government

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Edward J. Collins, Jr. Center for Public Management, Russ Meekins and Amy Branger

Summary

Through strategic plans, performance reports, and a program-based performance budget, the Patrick administration is using data to manage, making government more transparent and accountable. Working with the Executive Office of Administration & Finance, and partnering with the Commonwealth Performance, Accountability and Transparency office, the Collins Center at UMass Boston has been charged with implementing the MassResults program throughout the executive branch.

Goals and Objectives

- Comprehensively deploy the tools and techniques of performance management (PM) to make Massachusetts state government more efficient (cost savings) and effective (successful programs).
- Establish outcome-based citizen-focused goals and measures that allow government managers and the public to evaluate the overall effectiveness of public services.
- Eliminate guess-work in assessing the success of government services, replacing it with objective data to drive decision-making.

Student Involvement

Student type: Graduate Students
Number of students involved: 10
Number of hours contributed per student:
 1 - 600 hours | 1 - 500 hours | 8 - 250-300 hours
Student roles: Data Analysts

Approaches and Methods

MassResults is based on a lifecycle approach that ensures the Commonwealth captures the benefits of performance management while avoiding pitfalls by providing state government managers with a comprehensive, step-by-step guide to execution.



The framework shows managers what to do, when to do it and how to keep implementation of a project on track. It describes the lifecycle of PM, setting out four sequential phases, including the steps and sub-steps of each. It also describes the activities—critical success factors—that should be undertaken to avoid problems and ensure success. The MassResults approaches provide detailed directions on how to:

- Establish measurable, outcome-based goals to drive executive policies and priorities
- Identify the root cause of problems that are hindering the realization of goals
- Focus the correct resources and proper amount of them to fix those problems
- Hold the right people accountable for fixing problems and for PM execution
- Focus management attention on achieving results
- Operate a new way of doing business in the public sector

Results/Impacts

Delivery of Executive Order 540 to embed Performance Management in state government and a range of PM success stories:

- Published 8 Secretariat two-year strategic plans alongside governors' FY14 Budget Recommendation and 8 Secretariat performance reports with governors' FY15 Budget Recommendation
- Implement Performance-Based Program Budgeting - measures published for 65% of the 379 programs. 730 total measures, and 46% with current year data
- Conduct performance accountability meetings in the MA Department of Transportation
- The creation of performance dashboards in all Massachusetts secretariats to track progress against goals
- Establish "Pay-for-success" contracting to reduce youth recidivism where external investors provide capital for the program with the state only repaying them upon demonstrated success
- Establish quality incentives and shared savings/risk measures to improve the quality and lower the cost of health care in Massachusetts
- Implement prison program cost effectiveness model
- Provide Performance Management training for almost 700 state employees

Funding

Funder Name: Massachusetts Executive Office for Administration and Finance
Amount: \$10,300,000
Dates of funding: FY2011 – FY2014