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

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## 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.

## 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

## 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

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