

Sustainability Performance Assessment of Public Sector Organizations: Implementation

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Introduction

- * SPS framework has been developed
 - * With a goal of sustainability the framework is a tool that can be used by government agencies
- * Central challenge is implementation:

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Top down

At the organizational level



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Top down

At the organizational level

Bottom up

At the individual level

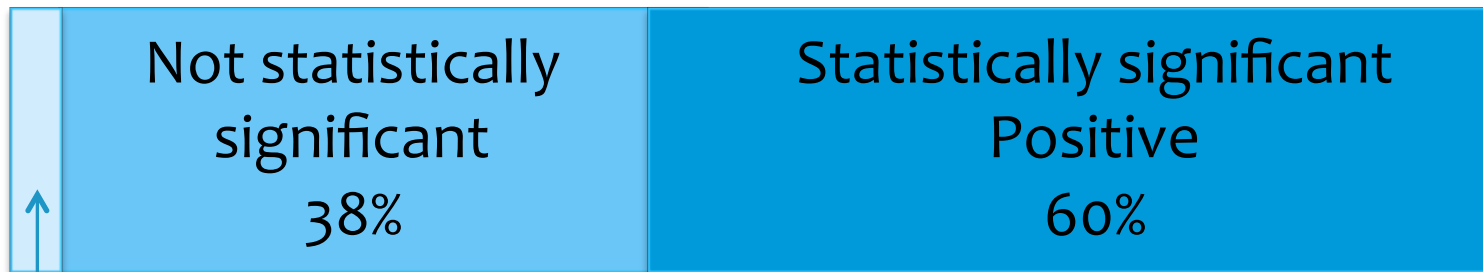


Organizational level

- * Provide overview of research findings on how the SPS framework can work in your organization by looking at:
 - * The effectiveness of planning (i.e. performance indicators, targets and action plans)
 - * How consensus on key organizational process between manager and managers and politicians boosts performance
 - * How the relationship between management innovation such as the sustainable performance assessment framework and performance management systems boosts performance

Broad support for planning

- * Meta-analysis in local government
- * 14 empirical studies with statistical 138 tests
- * Planning—performance indicators, benchmarking, targets, action plans—has a positive relationship with organizational performance

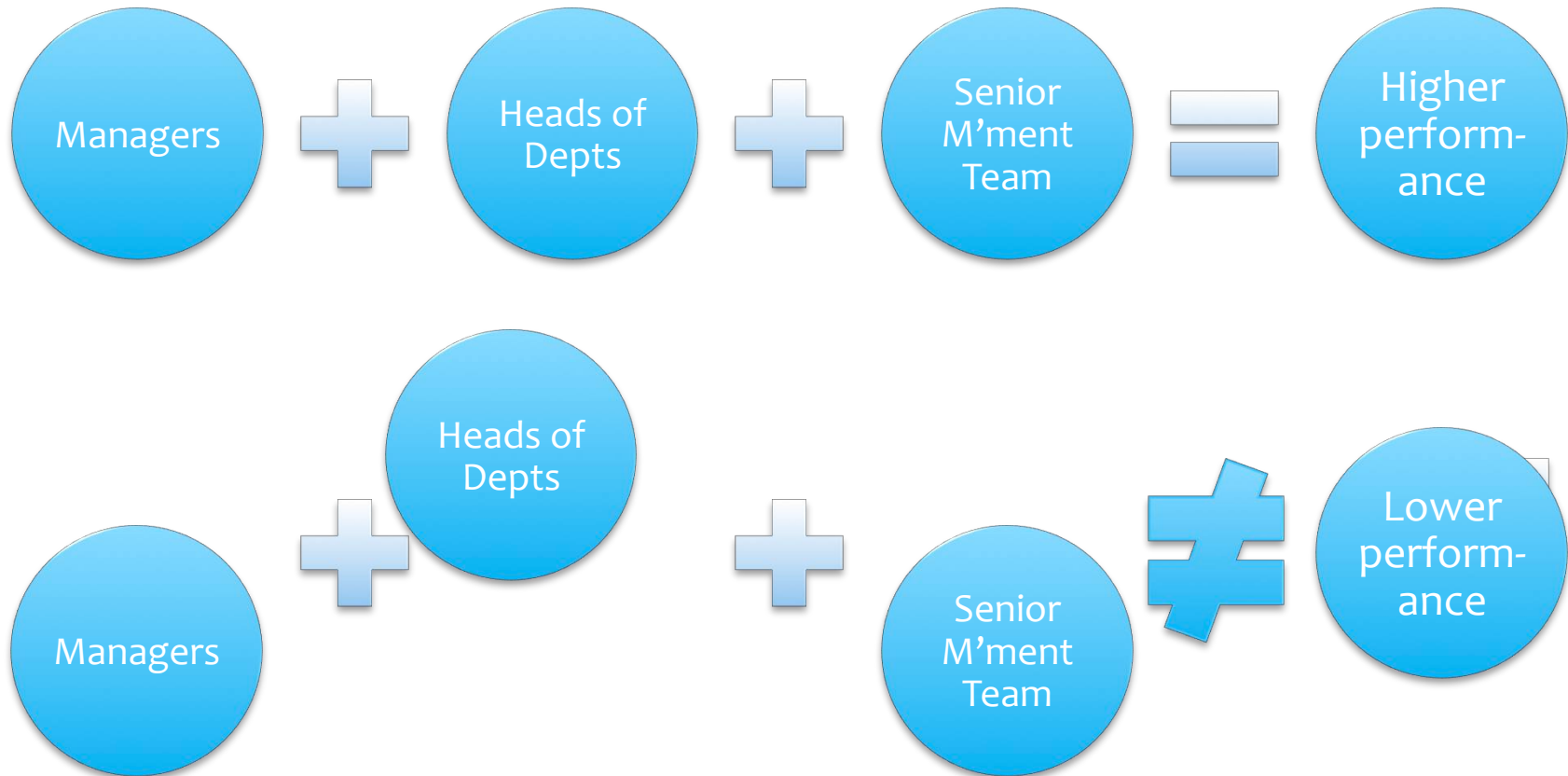


Statistically significant
Negative 2%

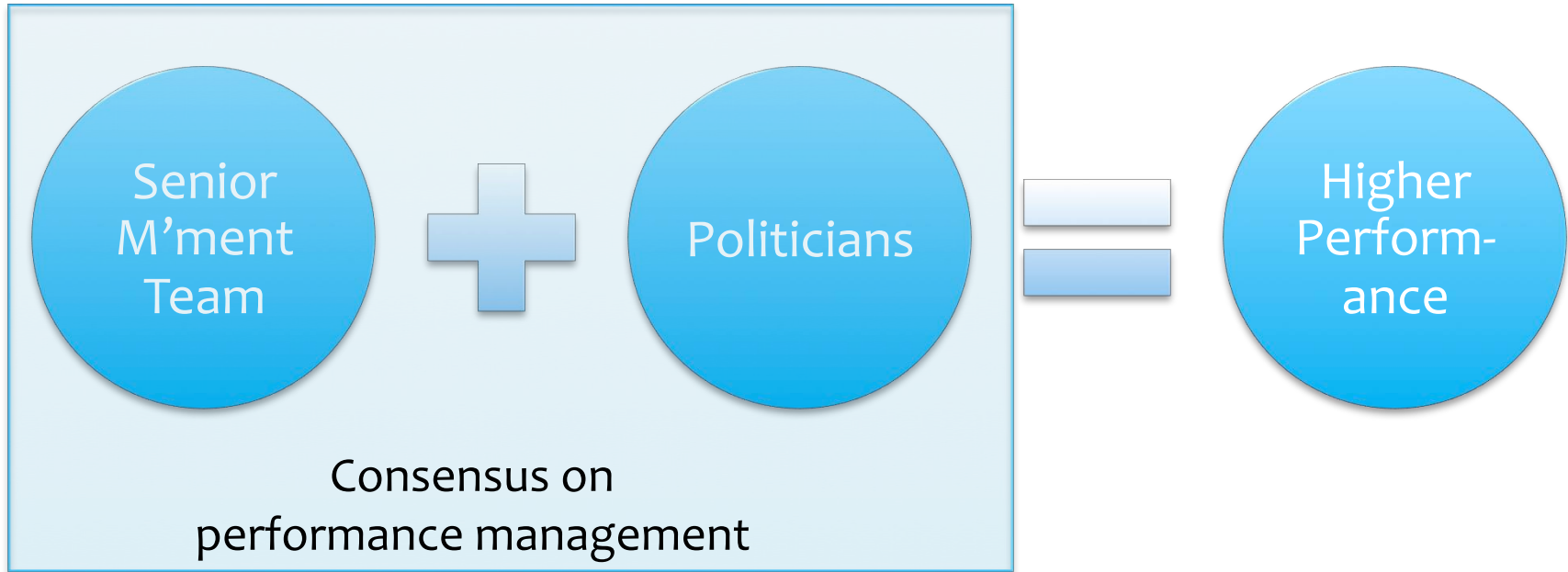
Consensus, Strategy and Performance

Strategy Formulation: how objectives and actions are selected (rational planning)

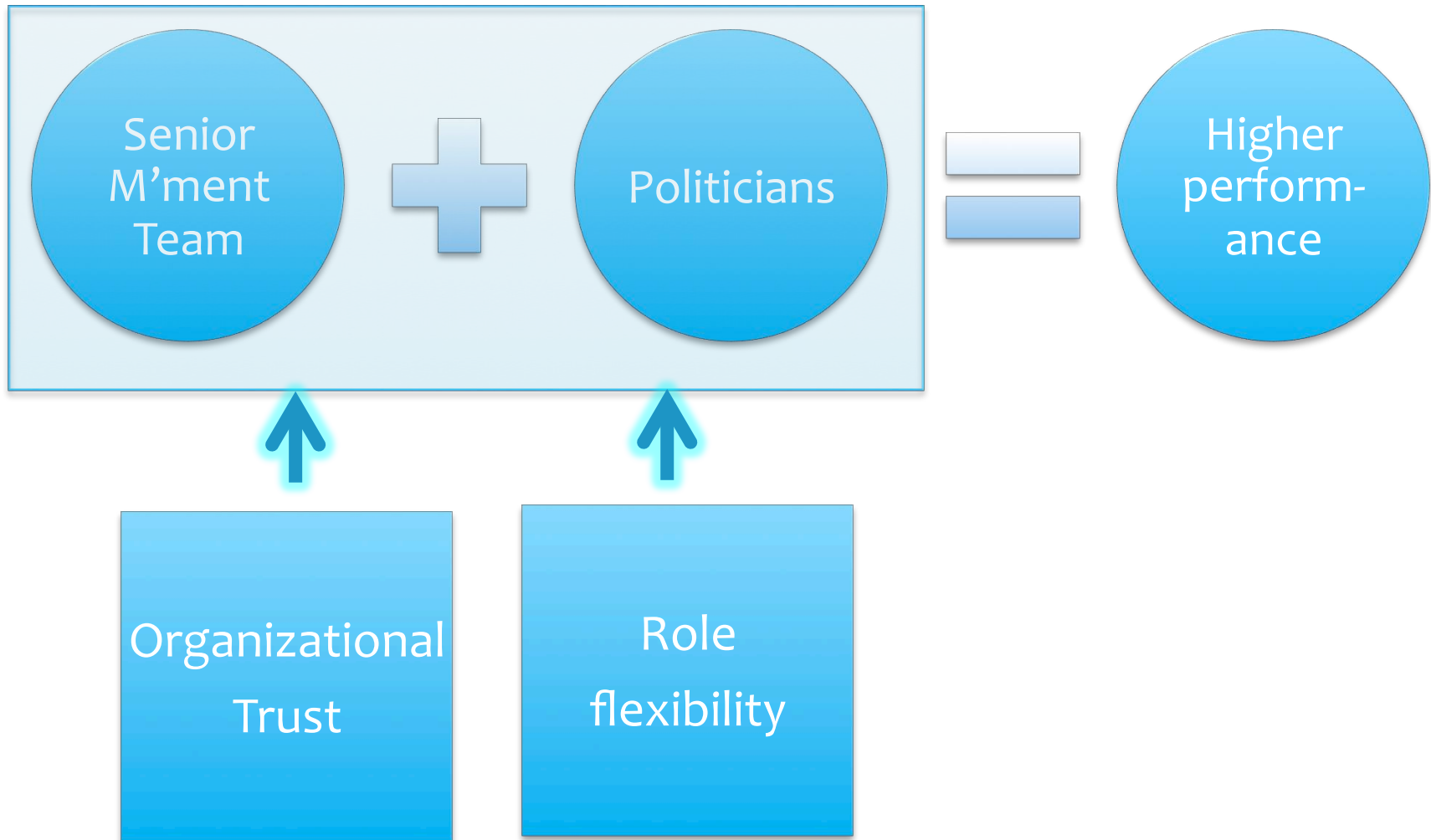
Strategy Content: action through which organizations propose to achieve goals, modify circumstances, realize opportunities (defending, prospecting)



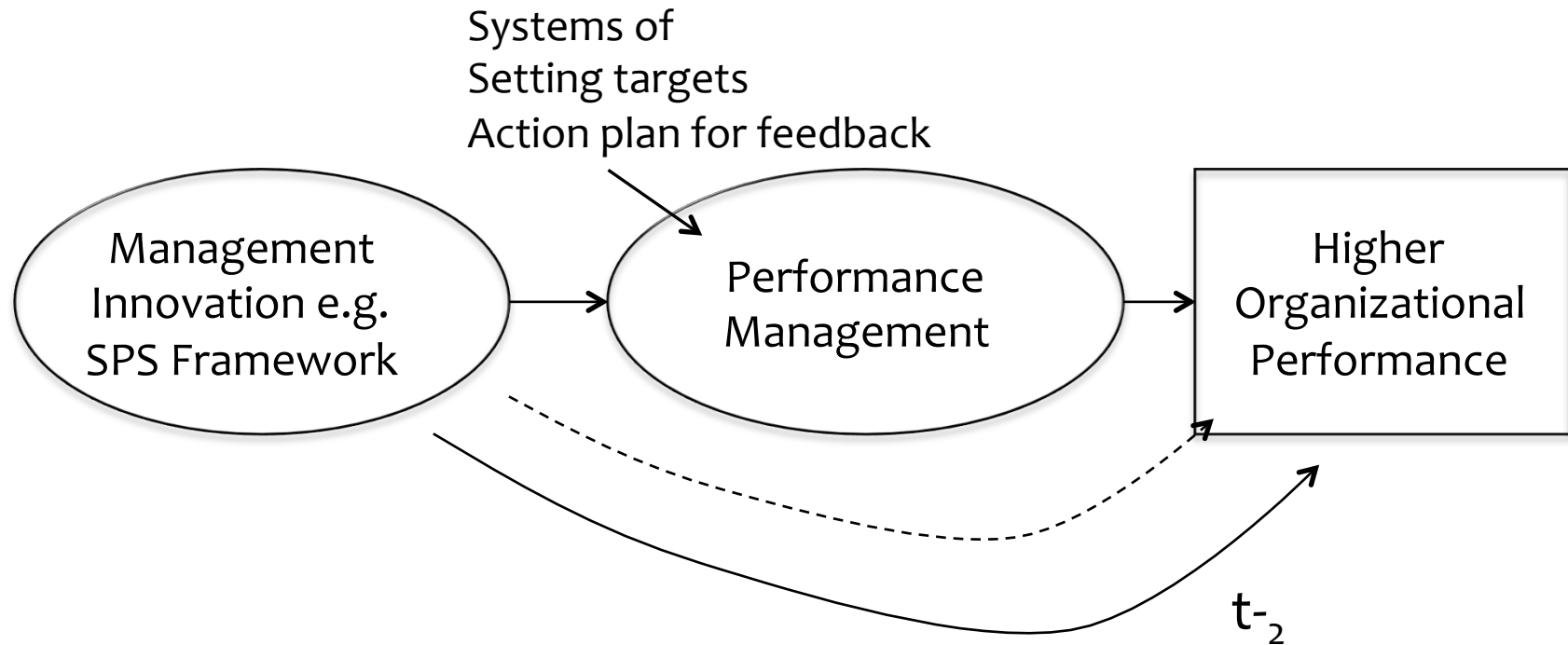
Consensus, Performance Measurement and Performance



Consensus, Performance Measurement and Performance



Management innovation, performance measurement and performance



- Statistical relationship significant
- - - - - Statistical relationship insignificant

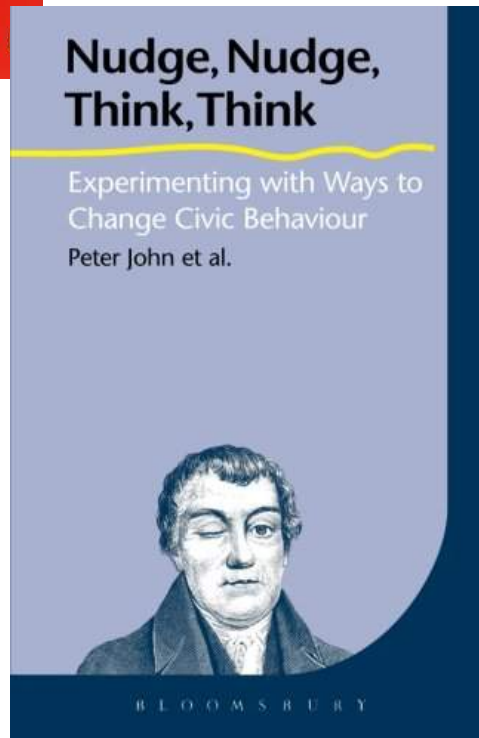
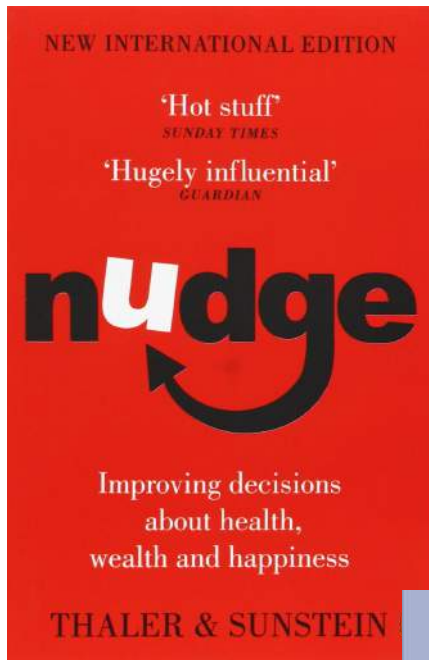
Shaping individual behaviour

- * Question: your agency has adopted the SPS Framework: what might your agency do to achieve change in human behaviour that works towards the targets?
- * Nudging: using experimental research methods to provide robust evidence on changing behaviour

much social science (including
public policy) research is
observational



Nudging behaviour



- * On tax demands explained that “most people in your local area had already paid their tax” led to a increase payment rates 15 percent, collected money early and freed up tax collectors time
- * Use of smart meters to give consumer feedback on energy consumption results in typical savings of 2-4%
- * Point of decision experiments on the use of stairs over lifts to promote health and sustainability

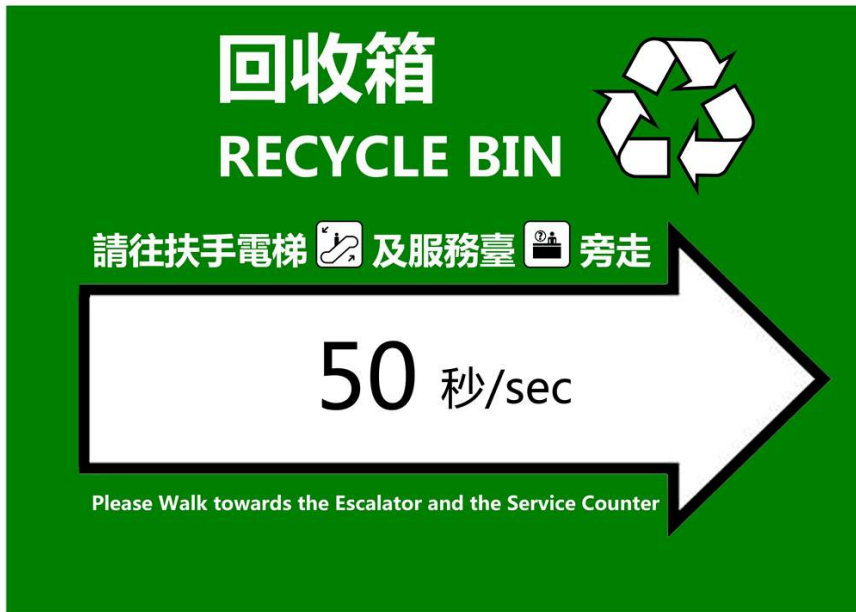
Hong Kong nudge example

- 3 LINK Reit Shopping Malls: 1 control and 2 interventions
- Dependent Variable: Weighed recycling materials: Collected and weighed by Student Interns (MA in Public Policy and Management).



Treatments in intervention malls

Part 1: Directional Sign



Range: 10 ~ 115 sec

Average: 55 sec

Part 2: Stop Sign



請勿把廢紙、鋁罐、膠樽
棄置於此

Please Don't Throw Recyclables Here

treatments (cont'd)



Results

Intervention mall: 47% increase in recycling rate

Control mall: 27% increase in recycling rate

Nudge led to a 20% increase in the recycling rate

Discussion

- * At the organizational level
 - * Use SPS framework provides performance indicators and good practice examples
 - * SPS framework is a management innovation, alone it may not deliver results
 - * Build a performance management system (indicators, targets, action plans and feedback)
- * At the individual level
 - * Can build robust evidence on how to influence human behavior (employees, citizens etc.) towards attaining targets

Thank you and
over to
Donald