

maintaining a balance between financial and nonfinancial measures.

Establish Accountability at All Levels of the Organization

- *Lead by example.*
- *Cascade accountability:* share it with the employee by (1) creating a performance-based organization, (2) encouraging sponsorship of measures at all levels, and (3) involving the unions at all levels of performance management.
- *Keep the employee informed* via Intranet and/or Internet; don't rule out alternative forms of communication.
- *Keep the customer informed* via both the Internet and traditional paper reports.
- *Make accountability work:* reward employees for success.

Supplement or replace monetary rewards with nonmonetary means, reallocate discretionary funds, and base rewards in a team approach.

Collect, Use, and Analyze Data

- *Collect feedback data,* which can be obtained from customers by providing

easy access to your organization; remember too that "survey" is not a four-letter word.

- *Collect performance data* by (1) investing both the time and the money to make it right, (2) making sure that your performance data mean something to those that use them, (3) recognizing that everything is not online or in one place, and (4) centralizing the data collection function at the highest possible level.
- *Analyze data* by (1) Combining feedback and performance data for a more complete picture, (2) conducting root-cause analyses, and (3) making sure everyone sees the results of analyses.

Connect the Dots

If your performance management efforts are not connected to your business plan (which defines day-to-day operations in a government agency) and to the budget (which is where the money is), then you will be doomed to failure because your performance measurement approach will have no real meaning to the people running, or affected by, the program. Planning documents must connect to business plans, and data systems,

and the budget process must be integrated with all these other factors. By doing so, you can create a strategic management framework that serves to focus the entire organization on the same mission and goals.

Share the Leadership Role

Leadership is a critical element marking successful organizations, both public and private. Cascaded throughout an organization, leadership gives the performance management process a depth and sustainability that survives changes at the top – even those driven by elections and changes in political party leadership. Two experts in the field, the Hon. Maurice McTigue, a former New Zealand cabinet member now working at George Mason University, and Dr. Patricia Ingraham of the Maxwell School at Syracuse University, emphasize in their teaching the importance of leadership in a political environment. Given the potential constraints such an environment can present, a successful public sector organization needs strong leadership that supports the adoption of balanced measures as a feature of organizational management and accountability.

NOMINATION CONFIRMED (CIVILIAN)

Sept. 30, 1999



The following civilian Executive Nomination was confirmed by the Senate during the current Congress. (*Nomination subject to the nominee's commitment to respond to requests to appear and testify before any duly constituted committee of the Senate.)

PN283* DEPARTMENT OF DEFENSE
Arthur L. Money, of Virginia, to be an Assistant Secretary of Defense

Editor's Note: Excerpt from Sept. 30, 1999 U.S. Senate Legislative Activities. This information is in the public domain at http://www.senate.gov/legislative/legis_act_nominations_confirmed_civilian.html. President Clinton nominated Money May 13 as Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I).

NEW NAME FOR ACQUISITION & TECHNOLOGY

Oct. 5, 1999

The President of the United States has signed into law the FY2000 National Defense Authorization Act. One of the major items affecting A&T is a new title for Dr. Jacques S. Gansler, the current Under Secretary of Defense for Acquisition & Technology. His new title is: Under Secretary of Defense for Acquisition, Technology & Logistics.

