
ASPA BUZZ

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ASPA Luncheon

Friday, April 6, 2007

12:00 Noon

Auditorium of the State Office Building
(north of the State Capitol Building—1st floor)

Really Keeping Score or a Passing Fad? Questions and Answers about the Balanced Scorecard and Municipal Benchmarking

STEVE STARKS, Utah Policy Partnership
MIKE HANSEN, Governor's Office of Planning and Budget
CONROY WHIPPLE, Dept. of Human Resource Management
MARK CHRISTENSEN, City of Washington Terrace

Our panel will discuss the progress of the State's Balanced Scorecard effort and the performance benchmarking initiative in Utah cities. We will hear a brief description of what these programs are, how they will be used and where they are going. The panel will respond to your questions about the purpose of the programs, developing indicators and implementing the Scorecard and Municipal Benchmarking.

Please make your reservations early. The luncheon will be catered. Reservations or cancellations must be received no later than Tuesday, April 3rd. No shows will be billed.

Limited parking is available—please carpool where possible or ride public transportation. Bus route #23 is in the free fair zone and goes to the Capitol.

The cost of the luncheon is \$12.00 for ASPA members and *BUZZ* Supporters and \$15.00 for nonmembers. **Note new reduced pricing of \$6.00 for students.**

Please call the Center for Public Policy and Administration, University of Utah, at 581-6493 or e-mail jrandall@cpga.utah.edu for reservations.

MARCH LUNCHEON

By Ken Hansen

GRAMA, What Big Eyes You Have!

On March 2, 2007, the Utah Chapter of ASPA held its monthly luncheon at the Utah State Center for the Blind. The topic focused on the positive aspects of Utah's Government Records Access and Management Act or "GRAMA". The panel addressing the topic included **Rebecca Walsh**, veteran journalist, and now columnist for the *Salt Lake Tribune*; **Boyd A. Ferguson**, Senior City Attorney for Salt Lake City whose primary practice focuses on government contracts, GRAMA, and the First Amendment; and **Edward L. Carter**, attorney, journalist and assistant professor of communications at Brigham Young University.

Ms. Walsh spoke to the crucial nature of public records to journalists and the public need for access to these records. It is her conviction that journalists neither take nor make GRAMA requests lightly, but pursue them with respect. Public records are essential to many stories of public interest.

Some of the more recent GRAMA requests by journalists include: 911 tapes for the Trolley Square shooting, bonuses to Sandy Police Officers, the declining Mormon population, and safety of public swimming pools and restaurants.

Mr. Ferguson acknowledged that the media does try to be cooperative with public officials. Others have stated that government works best when the public is involved. Public officials and employees need to understand that e-mail is covered under the provisions of GRAMA; therefore, officials and employees must exercise discretion when using e-mail. With reference to GRAMA requests, it is not appropriate to ask why the requester wants the information. However, it is advisable to check with a supervisor and/or the agency's counsel on requests if there is any question about the release of information. It is also important to remember that GRAMA imposes a time frame in which requests must be filled or denied. GRAMA can also have unintended consequences. The town of Alta was inundated with multiple requests from an upset landowner. The requests resulted in a significant impact to the city staff. GRAMA protects people from a "clearly unwarranted invasion of personal privacy." Recent cases have addressed government protecting people against entities who would use GRAMA for commercial benefit, such as the acquisition of mailing lists.

Professor Carter stated that most employers can be helpful and still maintain confidentiality. Public disclosure facilitates the democratic process. GRAMA provides a safety valve for society and helps increase public confidence in government. There is a right to privacy and also a right to public access. The GRAMA statute requires these issues to be balanced. According to GRAMA, all records are public after 75 years. Government employees should be informed about the provisions of GRAMA and should not become entrenched with reference to public records; they need to allow access to the public.

The panel fielded several questions. Concern was expressed about release of government records and the implications for identity theft. These exposures should be minimal because government may withhold information—like social security numbers—while still releasing other parts of the records. Another attendee asked if GRAMA made provision for something similar to the federal concept of executive privilege. The panel indicated that GRAMA does not provide for executive privilege per se.

ASPA sends its thanks to the panelists and attendees for a stimulating discussion.



Congratulations!!!

Robert P. Huefner, professor in the Political Science Department at the University of Utah and nationally recognized and respected scholar, has been honored with a proclamation from Governor Huntsman and a declaration of February 24th as Robert Huefner Day for his significant contributions in government and education. He served as director of the U's Bureau of Community Development, the first director of the Center for Public Policy and Administration and as the director of the Governor Scott Matheson's Center for Health Care Studies. According to the declaration, Dr. Huefner has taught thousands of students at the University of Utah who have benefited greatly from his knowledge of public administration, inspirational teaching, and desire for academic excellence.

COUNCIL CORNER

Patria de Lancer Julnes, Ph.D.
Department of Political Science, Utah State University
ASPA Council Member

THE BALANCED SCORECARD, A PASSING FAD IN GOVERNMENT?

Truth be told, the basic foundation of the Balanced Scorecard (BSC) has been part of American management practice since the early 1900s. In the public sector, measuring the productivity of workers and units was understood as tantamount to "good governance." If you did not measure performance, how else could you know that tax dollars were being used in an efficient and responsible manner? The Balanced Scorecard is built on this foundation.

However, the BSC does represent some new directions. First, unlike early performance measurement practice, the BSC de-emphasizes the reliance on financial measures of performance

as the one true way to gauge success. Second, prior practices emphasized collecting and reporting on input, output and process measures, often at the expense of outcome (result) measures. The BSC incorporates not only input, output, and process measures, but also outcome measures in order to maintain the focus on strategy.

Given the long legacy of performance measurement and the current emphasis on managing for results and accountability, it is safe to say that tools like the BSC will not fade away. The long-term sustainability of the specifics of the BSC, however, is not guaranteed. While, as Paul Niven notes, the current interest in performance measurement is hotter than ever, there are many obstacles that organizations must overcome in order to implement a successful performance-based management system like the BSC. But, in general, there are two reasons why interest in the BSC as a formal mechanism may fade. One reason would be if performance measurement becomes part of what management naturally does. The other is if managers decide that the benefits of the information that it provides do not outweigh the cost. Evidence is pointing to the first of these as beginning to occur rather than the latter.

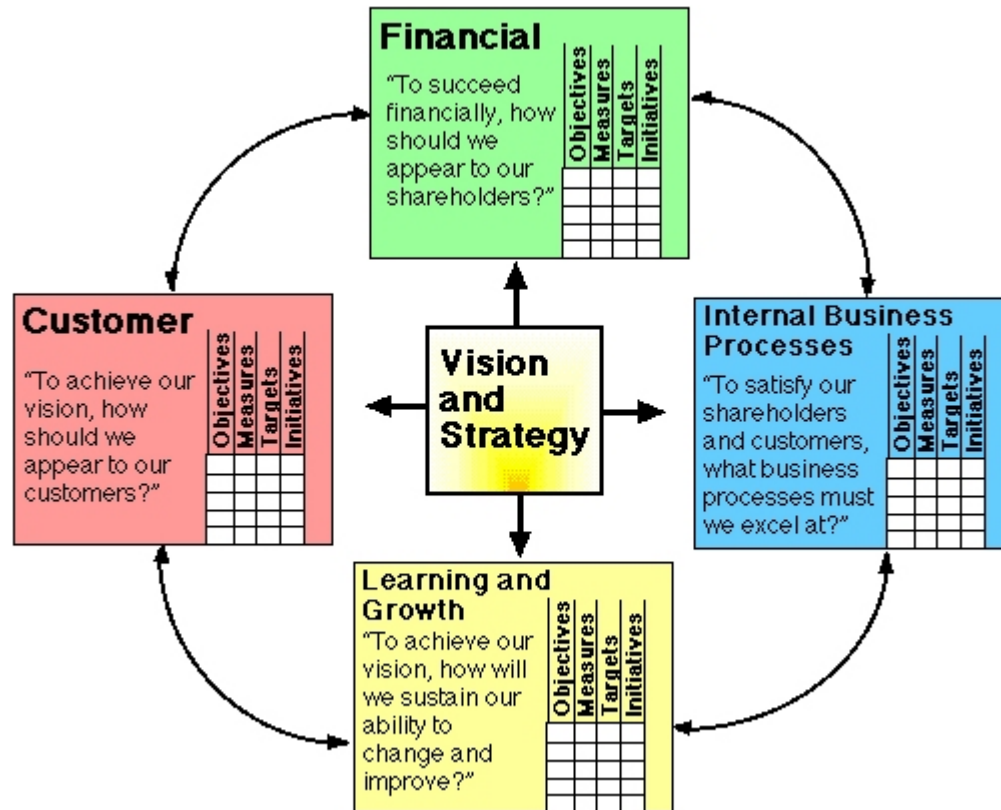
The balanced scorecard, developed in the early 1990s by Robert Kaplan and David Norton, is a management system that includes a carefully collected set of quantifiable measures derived from an organization's strategy. The measures are a tangible representation of the organization's mission and strategy. As such, in addition to the findings that result, they can serve as communication tools with employees and external stakeholders.

As suggested by its name, the measures of the BSC are intended to represent a *balance* of relevant information. One form of balance is between external outcomes—results from past efforts—and internal business processes, innovation, and learning and growth, which drive future performance. Further, Kaplan and Norton add that the “scorecard is balanced between objective, easily quantified outcome measures and subjective, somewhat judgmental, performance drivers of the outcome measures.”

The BSC framework is presented in Figure 1. As can be observed, the BSC retains the *financial perspective*, with financial measures viewed as a reflection of past performance (lag indicators), but they are complemented with measures of the drivers of future performance (lead indicators) and non-financial indicators of success. The *customer perspective* is another characteristic of the BSC and represents the centrality of citizen-customer's satisfaction to success. There are two questions that must be answered when choosing measures for this perspective: Who are our target customers? And what is our value proposition in serving them? The *internal processes perspective* refers to the key processes the organization must excel at in order to provide value to citizen-customers. The measures for this perspective focus on the internal processes that will have the greatest impact on customer-citizen's satisfaction. Finally, the *learning and growth perspective* is considered the foundation of success. It identifies the infrastructure that must be built and maintained in order to create long-term growth and improvement. It includes training, mentoring, technological tools, and ease of communication among workers.

Figure 1. Balanced Scorecard Management System

Source: <http://www.balancedscorecard.org/basics/bsc1.html>



What Are The Benefits Of Using A Balanced Scorecard?

The likelihood is that most public organizations have some sort of performance measurement system. But this does not necessarily constitute a management system that actually provides meaningful performance information. Thus, we find in our research that even when performance measures have been developed, the information is rarely used in instrumental ways. However, faced with calls for accountability, scarce resources and a volatile environment, many organizations can benefit from embracing performance-based management. The BSC is an appropriate performance management tool for this task. With the BSC you can:

- Demonstrate accountability and results
- Attract scarce resources
- Create a focus on strategy
- Produce information
- Demonstrate quality results at efficient prices
- Drive change
- Inspire trust
- Motivate
- Celebrate

Some Balanced Scorecard and Performance Management Terms

Benchmarking involves the comparison of similar processes across organizations and units to identify best practices, set improvement targets, and measure progress toward those targets.

Efficiency indicates the ratio of output to input or outcome to input. This is also called unit-cost ratio.

Explanatory Information provides the context for readers to interpret data. This is especially important when outcomes are poorer or better than expected.

Inputs are resources used to produce outputs. These may include dollar costs, staff and staff time, materials, and other resources.

Outputs are the final product or service delivered that ultimately, it is hoped, will lead to a desired outcome. Number of teachers attending a workshop on curriculum improvement is an example of an output.

Outcomes are the consequences of outputs and are often more complex to measure.

- a) Intermediate outcomes: an outcome that is expected to lead to a desired end but is not an end in itself. An example of intermediate outcomes, following the example above, would teachers actually improve the curriculum used in their classrooms after completing the curriculum improvement workshop.
- b) End outcomes: the end result that is sought—such as the number of students mastering a subject.

For Further Reading:

Balanced Scorecard Institute. <http://www.balancedscorecard.org/>

de Lancer Julnes, P., Berry, F., Aristigueta, M. and Yang, K, (eds). (In press)
International Handbook of Practice-Based Performance Management. Sage Publications: CA.

de Lancer Julnes, P. (2006). Performance Measurement: An Effective Tool for Government Accountability? The Debate Goes on. *Evaluation* 12 (2): 219-235

Kaplan, Robert and Norton, David (1996). *The Balanced Scorecard*. Harvard Business School Press: Boston, Mass.

Niven, Paul (2003) *Balanced Scorecard. Step-by Step for Government and Nonprofit Agencies*. Wiley: Hoboken, NJ

BEE A BUZZ SUPPORTER

For just a mere \$10.00 per year, you can become a BUZZ Supporter. This helps ASPA cover some of their costs as well as allowing you to attend ASPA events at the member rate (\$12.00 versus \$15.00). Checks should be sent to:

Utah Chapter ASPA
c/o University of Utah
Center for Public Policy & Administration
260 S Central Campus Dr Rm 214
Salt Lake City, UT 84112-9154

If you are not currently receiving the ASPA BUZZ directly, send your e-mail address to jrandall@cpga.utah.edu and you will be added to our mailing list.

To join the American Society for Public Administration (ASPA), go to: www.aspanet.org

Deadline for receiving ASPA Service Award nominations is May 4, 2007

ANNOUNCING THE ANNUAL ASPA SERVICE AWARDS

Each year the Utah Chapter of ASPA requests nominations for several service awards. These awards are presented at the final luncheon of the program year (June). The ASPA Council would appreciate it if you would take a few moments and consider who you might nominate for the following awards. The nomination form is included below.

- **The Senator Arthur V. Watkins Distinguished Service Award** is given to an elected official who, through exceptional commitment, skill and integrity, served the public with special distinction.
- **The Dr. G. Homer Durham Distinguished Service Award** is presented to an appointed official who has served the public with honor and integrity.
- **The Dr. F. Ted Hebert Distinguished Service Award for Outstanding Contributions to Public Administration**, honors individuals that have made significant contributions to public administration through academia or as a public citizen.
- **The Boards and Commissions Award of Excellence** is given to a board or commission, who has exhibited community service, works to support the common good, is proactive in decision-making, and facilitates public participation in governmental processes.

ANNOUNCING THE ASPA ANNUAL SERVICE AWARDS

ASPA SERVICE AWARD NOMINATION FORM

I would like to nominate the following individual, board, or commission for an ASPA service award.

Name: _____ Title: _____

Organization: _____

Address: _____
City State Zip Code

Name of Nominator: _____ Phone Number: _____

The award I think the individual, board, or commission would be eligible for is the:

- Senator Arthur V. Watkins Distinguished Service Award for an Elected Official, which honors elected officials who, through exceptional commitment, skill and integrity, served the public with special distinction.
- Dr. G. Homer Durham Distinguished Service Award for an Appointed Official, which honors appointed officials who have served the public with honor and integrity.
- Dr. F. Ted Hebert Distinguished Service Award for Outstanding Contributions to Public Administration, which honors individuals that have made significant contributions to public administration through academia or as a public citizen.
- Boards and Commissions Award of Excellence, for a board or commission whose members have exhibited community service, work to support the common good, are proactive in decision-making, and facilitate public participation in governmental processes.

Reason for nominating this person or organization:

Nominations should be sent to:

Utah Chapter ASPA
University of Utah
260 S Central Campus Dr Rm 214
Salt Lake City, UT 84112-9154

Fax: 801-585-5489