THE POWER TO KNOW.

How can we measure and track program performance more effectively?

■ Business Impact

"We must establish a culture where program design and operations are based on rigorous performance evaluation."

Jeffrey D. Zients
Memorandum for the Senior Executive Service:
The Accountable Government Initiative – an Update on Our Performance Management Agenda
Sept. 14, 2010

■ Challenges

- **Shrinking budgets.** Annual budget cuts mean continually having to do more with less.

- **Program complexity.** The sheer magnitude and volume of the programs and services offered, coupled with inherent bureaucracy, make monitoring performance and exploring problems or issues a tremendous challenge.

- **Increased scrutiny.** Constant attention from lawmakers, the media and taxpayers increases the pressure to justify what is being spent and where.

- **System and process inefficiency.** Fragmented systems and the manual processes that support them are inefficient and error-prone, and resulting reports are outdated as soon as they are available.

- **Cultural/political considerations.** Change is never easy, especially when compounded by politics and entrenched cultural attitudes.

YOUR GOAL: Improve program performance

In the public sector, program survival is heavily dependent on agency innovation and the value provided. This puts departments and agencies at all levels under constant pressure to improve program and service performance. But providing innovative, valuable programs alone isn't enough; agencies must also prove their effectiveness.

Demands for transparency and accountability are higher than ever. From congressional and legislative offices, through oversight and regulatory agencies, and even down to the taxpayer, stakeholders of every description are more stringently assessing programs and their performance. Because funding is tied directly to the ability to demonstrate satisfactory results, agencies that cannot do so risk having their programs reformed, restricted or even terminated, their budgets cut, and their credibility questioned.

The complexity of the public sector – with the inherent bureaucracy, red tape, flat or shrinking budgets and competing goals – makes measuring and monitoring performance a huge challenge. Critical performance data is typically scattered throughout disjointed legacy systems. Processes are often inefficient and loosely defined. And deep-rooted cultural attitudes and political motivations make even change for the better difficult.

OUR APPROACH

Understanding and monitoring program effectiveness – and achieving true performance improvements – involves more than better budgeting, reporting and control. It encompasses the methodologies, processes, metrics, software and systems that make it all possible. We approach the problem by delivering software and services to help you:

- **Access performance data from every source** – even legacy systems – with unmatched data management and integration capabilities that include embedded data quality techniques to ensure data integrity.

- **Develop performance scorecards** that have meaningful, targeted outcome measures to clearly communicate the value and results of agencies and programs.

- **Predict likely outcomes given certain parameters** – such as available resources – and uncover even hidden cause-and-effect relationships between key performance indicators (KPIs) using advanced predictive analytics to analyze scenarios, run simulations and model the effect of decisions.

- **Understand the true costs of programs and services** by using activity-based management to assign the process costs of outputs and outcomes with associated program resources and activities.

- **Enable collaboration and information sharing** with self-service reporting that lets stakeholders access reports in their preferred format via a Web interface.

- **Create visual workflows with automated documentation** for complete transparency, so that all stakeholders can see and understand performance and financial results.

SAS delivers a performance management framework that helps government agencies demonstrate accountability and prove the effectiveness of programs that seek to protect and enrich the lives of citizens.

THE SAS® DIFFERENCE: Integrated performance management

SAS provides the only integrated suite of performance management solutions from a single vendor that facilitates both strategic and operational decision making. Our integrated platform supports open standards and reads from and writes to any database. With SAS, you gain the benefits of:

- **A complete, integrated environment.** Our platform lets you integrate, share, centrally manage and use data across the entire organization. Each step in the process integrates with the next to speed processing time, improve data accuracy and balance IT resource demands.

- **World-class analytics.** Unmatched predictive and advanced analytics let you quickly formulate and evolve analyses to obtain optimal results and new insights.

- **Multithreaded architecture.** SAS architecture handles large data volumes, so our solutions grow along with you as your programs become larger and more complex.

- **Transparency and auditability.** SAS provides self-documenting processes as well as end-to-end transparency – from data access to final reports.

No matter what your concerns – human capital management, IT resources or financial performance – SAS is your trusted partner. For more than 35 years, government entities the world over have relied on SAS for successful, proven solutions to their most complex problems.

CASE STUDY: A large government organization

■ Situation

As part of a major change in focus and mission, the organization faced a complete recapitalization of its aging assets and infrastructure and overhaul of its command and control processes – daunting tasks given the organization's size and complexity. Under the watchful eyes of stakeholders at all levels of the government, the organization had to ensure that execution of this massive effort went smoothly, and that benchmarks and performance measures were available on demand.

■ Solution

SAS provided a performance management evaluation system that includes:

- A Web-enabled graphical interface that's accessible by stakeholders both inside and outside the organization.

- A data warehouse that provides a single point of control for the disparate data sources feeding the organization's performance measures and balanced scorecard.

■ Result

- Real-time program performance information can be gathered, analyzed, reported and shared with stakeholders across multiple channels.

- Personnel at all levels have increased accountability and can better collaborate and assist in performance-based budget support and balanced-scorecard, award-term and award-fee measures.

- Program managers can see cause-and-effect relationships and provide monthly reports to acquisition executives.

■ What if you could ...

Access performance data
What if you could access all relevant performance data – regardless of system or format?

Develop performance scorecards
What if stakeholders could easily understand and monitor the effectiveness of your programs using meaningful outcome and output measures?

Predict likely outcomes
What if you could predict what lies ahead for a program and determine the best course of action given certain parameters?

Understand true costs
What if you could predict changes in resource requirements and activity levels over the next fiscal year?

Enable collaboration
What if internal and external stakeholders had access to reports that provided real-time performance metrics in the format and level of detail required?

Create visual workflows
What if you could show stakeholders a visual workflow that traced program performance measures from final reports all the way back to the source data?

■ You can. SAS gives you THE POWER TO KNOW®

SAS FACTS

- SAS has more than 35 years of experience in working with government entities worldwide.

- All 15 major US federal departments are SAS customers.

- Approximately 85 percent of independent US government agencies and commissions use SAS.

Learn more about SAS software and services for government:
www.sas.com/gov

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