Managing For Results By Using Performance Evaluation System- Lessons From United States
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Abstract

The movement in the United States towards establishing a culture of managing for results by installing performance evaluation systems in governments at all levels, despite questioning by critics about its effectiveness, is gaining momentum. The truth of the matter is that managing for results has yielded results. Governments – at County, State and Federal levels have made genuine attempts to adopt the revolutionary concept of the Balanced Score Card (BSC), which has galvanized and revolutionized the field of performance evaluation system in the private sector and has been critical in revitalizing such companies as Federal Express, Corning and Sears.

Adopting the concept of BSC in government, Congress passed the Government Performance and Results Act mandating all Federal agencies to establish clear strategic plans (for 3 to 5 years), develop annual performance plans containing preferably quantifiable measures and report annually on agency performance according to these measures. The U.S. policy, though broadly successful, demonstrates that the process of establishing a performance evaluation system is very complex, extremely slow and at times hampered by political considerations. Despite these universal problems which any country aiming to
change government work culture must overcome, there are a number of lessons
to be learned from the U.S. experience; the most fundamental of which is the fact
that “managing for results gets results”. The success of U.S. policy in
delivering better results to Americans will stimulate other countries to adopt the
powerful tool of BSC in their respective governments.