



# Eight is Enough: Tips for Measurement in Government



# Presenters

- Cathy Cleek, Franchise Tax Board
- Greg MacKinnon, SAP
- Josh Nisbet, CGI

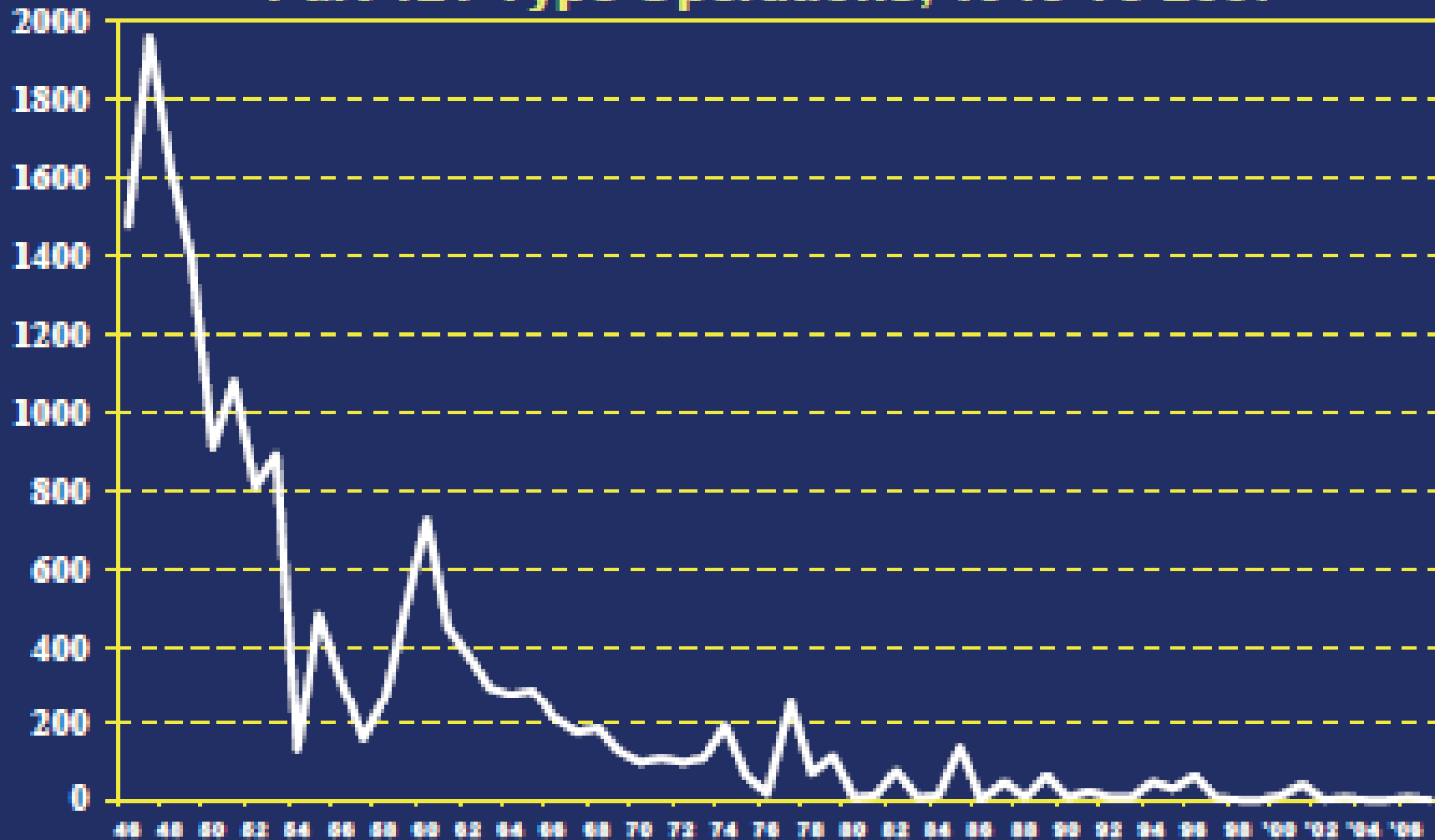


*"What's measured improves."* Peter Drucker



**HiPPO = Highest Paid Person's Opinion**

## Fatalities per 100 Million persons Onboard, Part 121-Type Operations, 1946 To 2007





1. *“Measure what you treasure.”*



	Past	Present	Future
Information	What happened?	What's happening now?	What will happen?
Insight	How and why did it happen?	What's the next best action?	What's the best/worst that can happen?

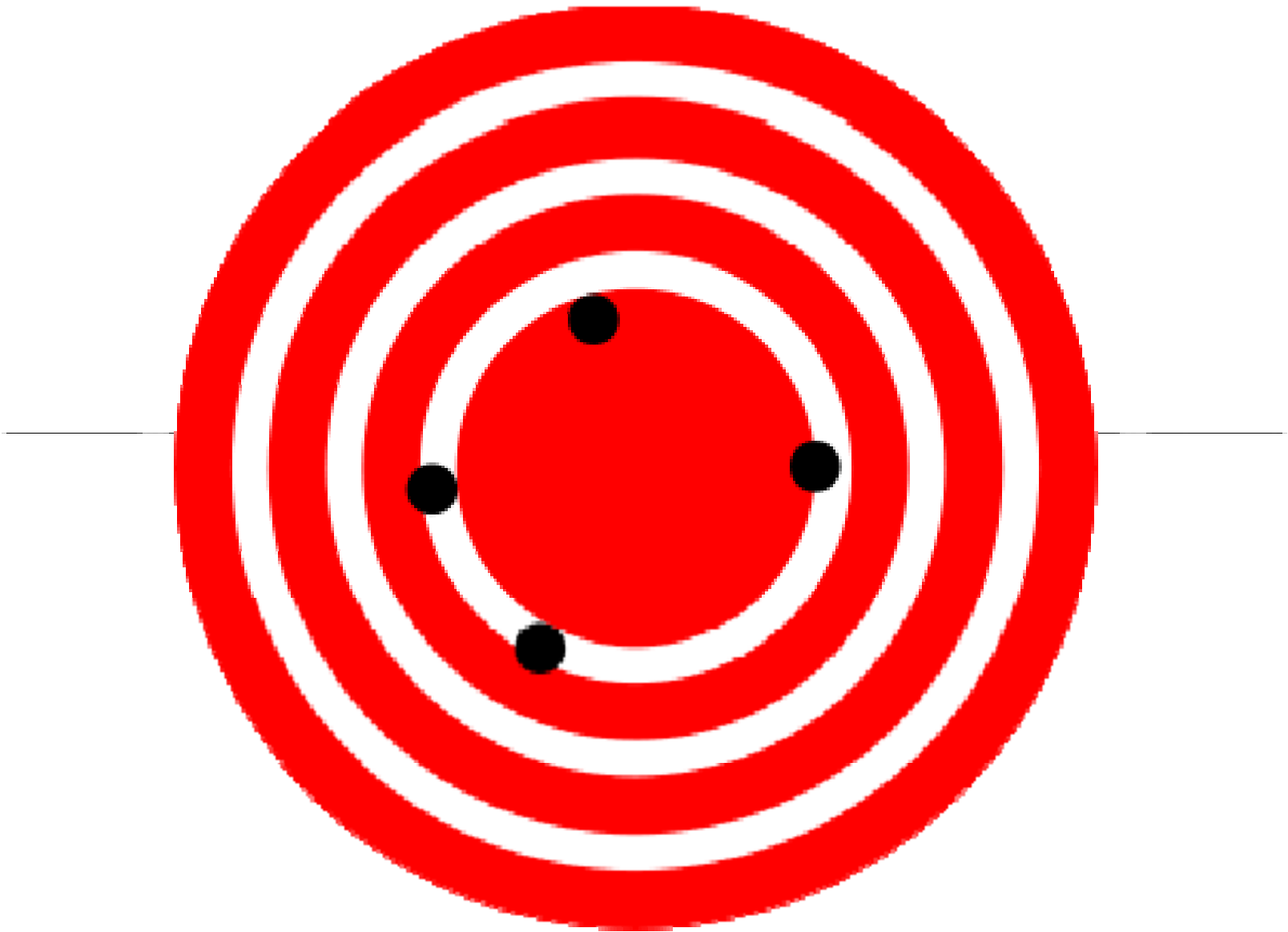
Source: *Analytics at Work*; Harris, Davenport & Morison

## 2. “Measure what matters”



3. *“Measurement is not punishment”*

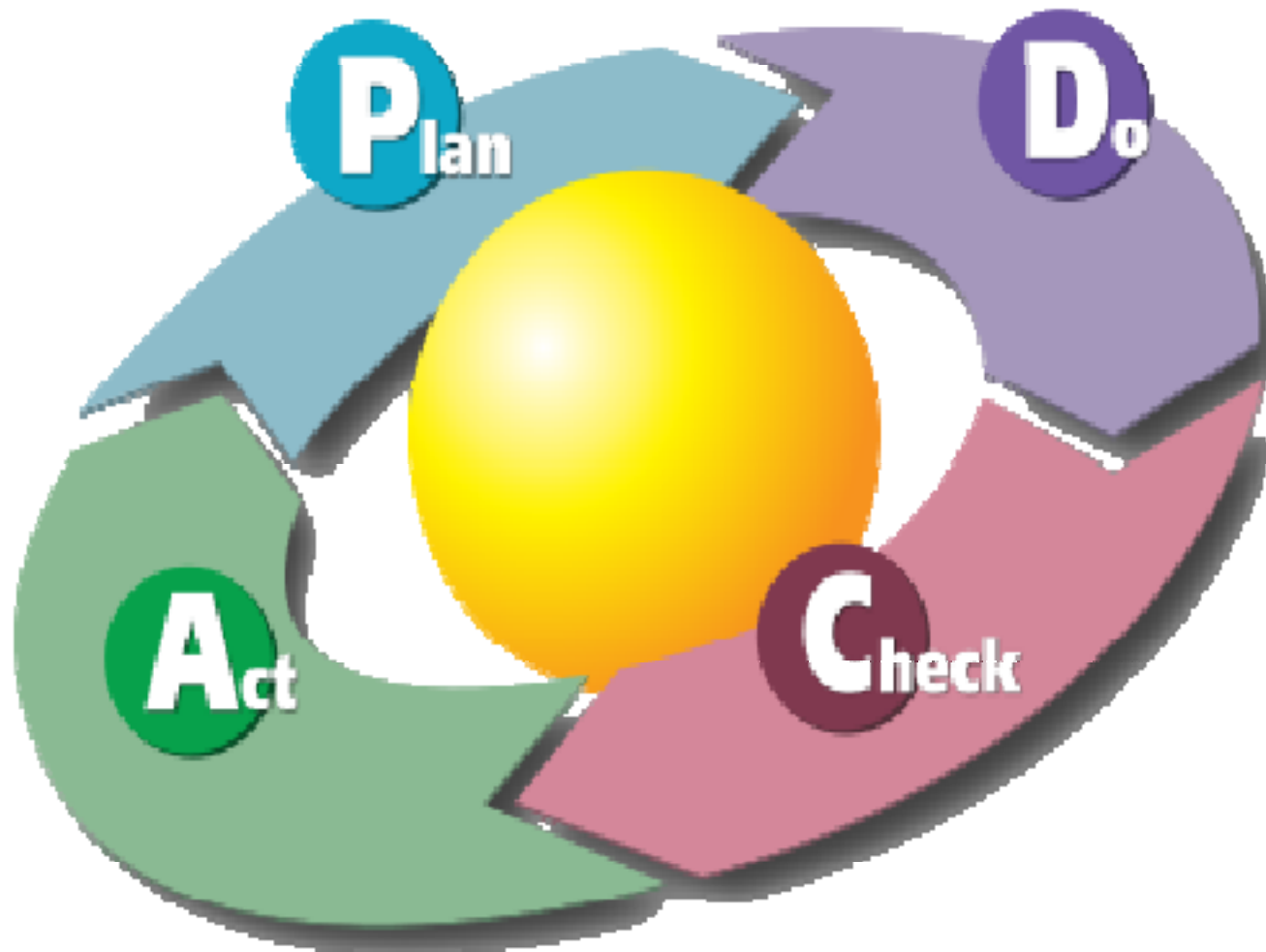




4. *“Approximately right is better than precisely wrong”*



5. *“What’s done with the measures is as important as what the measures are.”* - Dean Spitzer



6. “Expect to learn by doing and get better!”



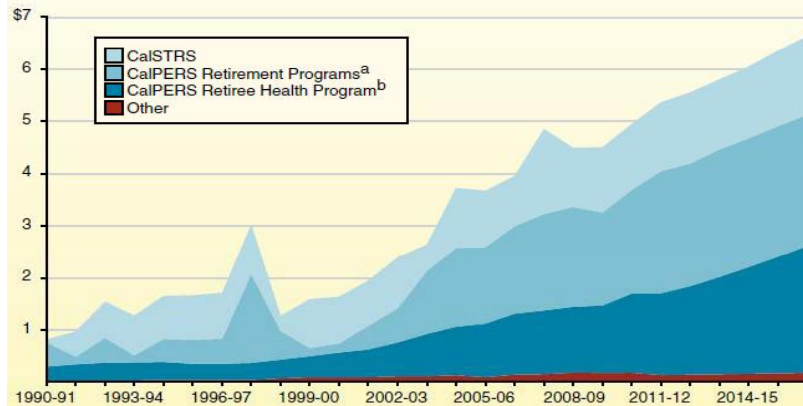
7. “Intangibles can be measured.”



8. “A picture is worth a thousand words....”

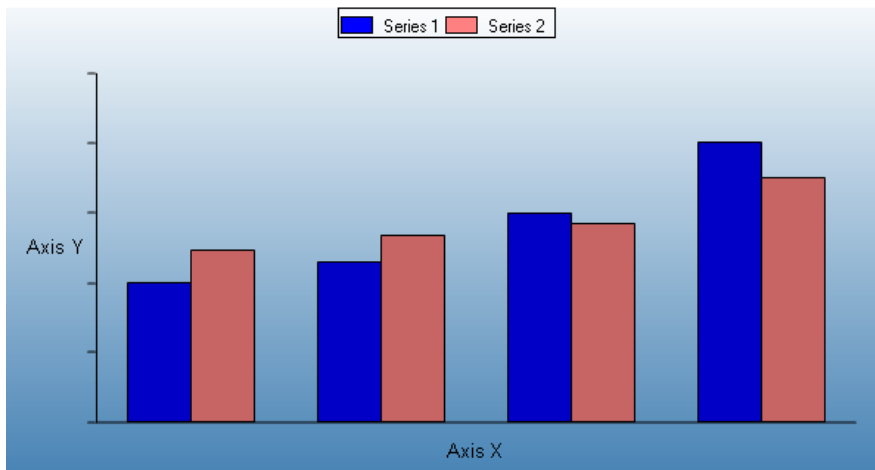
## Current-Law State Retirement Costs to Keep Growing

General Fund (In Billions)

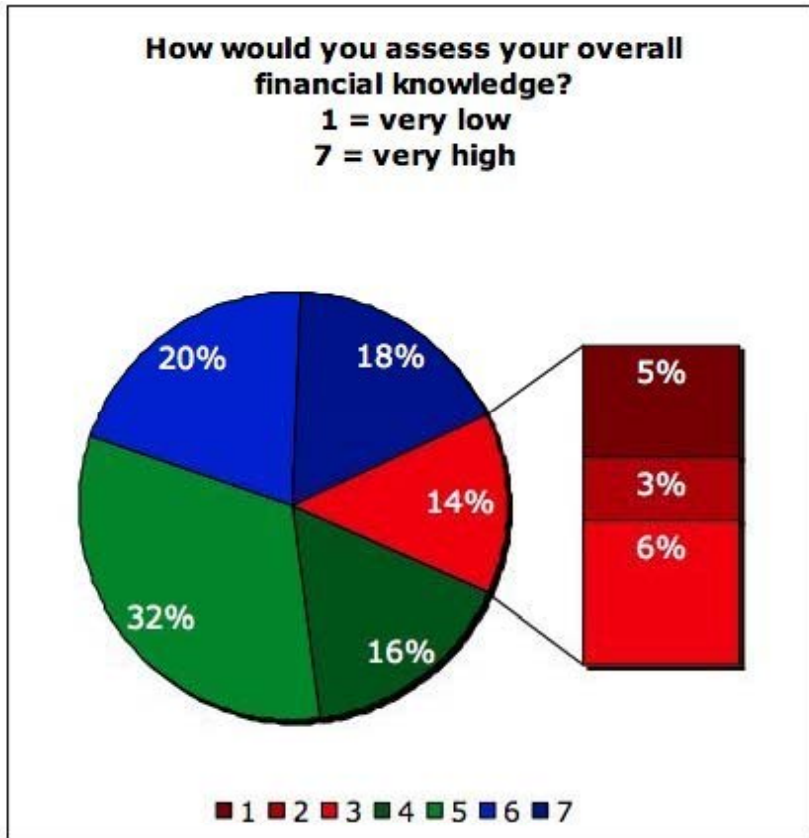


<sup>a</sup> Amount for 1997-98 includes an over \$1 billion state payment related to a major court case involving CalPERS.  
<sup>b</sup> Includes the budget item for these costs and LAO estimate of the General Fund share of the implicit subsidy for annuitant benefits that is paid along with employees' health premiums.

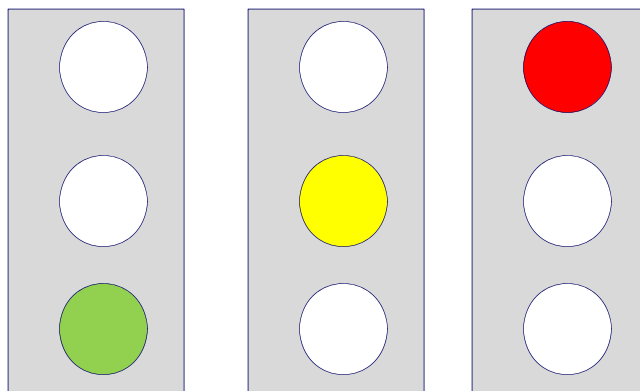
Lines – Best for Trends



Bars – Comparison



Pie – Relative % of total (up to 5)



Stoplight – Insight



10. *"In God we trust, all others bring data."*

- W. Edwards Deming





## Summary

1. Measure what you treasure.
2. Measurement is not punishment.
3. Approximately right is better than precisely wrong.
4. What's done with the measure is as important as what the measures are.
5. Expect to learn by doing and get better!
6. Intangibles can be measured.
7. A picture is worth a thousand words.
8. In God we trust, all others bring data.



*"What's measured improves."* Peter Drucker



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Questions?