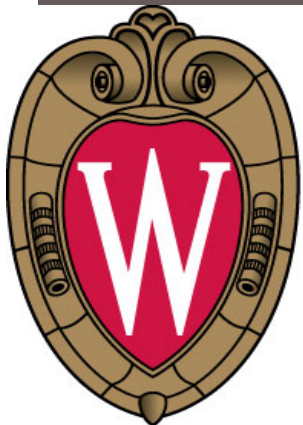


**ADMINISTRATIVE CHALLENGES FOR
THE SUSTAINABILITY-
TRANSPORTATION NEXUS**

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CLARE GRAVES QUESTION

- Assume we can measure sustainability, how do we institutionalize it?
- How do we change beliefs, norms and behaviors?
- Focus on administrative actors

NEED TO MEASURE

- Non-mission based goals tend to be left unmeasured
- What we don't measure, we don't manage
- So lets measure sustainability!

PRACTICAL SETTING

- The U.S. Department of Transportation (DOT) Strategic Plan, FY 2014–18 identifies five strategic goals for America’s transportation system:
 - Safety
 - State of Good Repair
 - Economic Competitiveness
 - Livable Communities
 - Environmental Sustainability
- First three are classic transportation functions, widely accepted and measured by state DOT
- Last two, not so much

THE AMBIGUITY OF PERFORMANCE DATA

- Examine same programs but disagree on data
- Agree on data but disagree on meaning
- Agree on meaning, but not on next action steps/resources

THE SUBJECTIVITY OF PERFORMANCE DATA

- Actors will select and interpret performance information consistent with institutional values and purposes
- Greater contesting of performance data and less potential for solution seeking in forums featuring actors with competing beliefs

NON-MISSION BASED VALUES

- Bureaucrats tend to be resistant to non-traditional representations of their work
- How do we make them more accepting of these measures and actually use them?
 - Model measures
 - Go to their professional organizations
 - Connect them with non-traditional networks – more networking, more likely to pay attention to performance data

FROM CASE & SURVEY-BASED STUDIES

- Performance information use higher:
 - *Culture* that values mission or innovation
 - *Leader* is committed to performance, articulates compelling vision
 - *Goal clarity*

(Moynihan & Lavertu 2012)

REFORMS AS ROUTINES

■ Assumptions:

- Routines structure organizational life
- Behavior is shaped by routines you engage in
- Performance information use is a social process

QUESTIONS

- Does being exposed to new routines predict use of data?
- Does the *quality* of quarterly reviews predict use of data?

A WELL-DESIGNED LEARNING FORUM

- Meetings take place on a routine basis
- Focus on important goals
- Agency leaders are involved and seen as committed
- Multiple level of employees facilitate learning and problem solving
- Need appropriate and timely information
- Need staff and technological capacity to analyze data
- Quality data (reliable, accurate, valid, disaggregated to the right level, comparative) facilitates analysis
- Follow-up on issues raised in prior meetings
- Positive reinforcement
- Constructive feedback
- Reviews establish process of analysis

LEARNING FORUMS: QUARTERLY REVIEWS

- Being exposed to quarterly reviews increases use of performance data
- When quarterly reviews are well run, association with performance information use even stronger (Moynihan and Kroll 2014)

Conclusion

Welcome your feedback and questions

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