

# PERFORMANCE MANAGEMENT

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## Goals

Set organizational goal

## Indicators

Define performance indicators

## Follow-up

Regular follow-up on progress

## Decide

Make informed decisions

# RESEARCH TRAJECTORY

- Antecedents
- Implementation
- Impact
  - Performance
  - Social Justice

## ANTECEDENTS

$$Y_{it} = \beta_0 + \beta_1 ViolCrime_{i(t-1)} + \beta_2 PropCrime_{i(t-1)} + \beta_3 X_{i(t-1)} + \delta_i + t + \varepsilon_{it}$$

	Logit	Ordered-Logit
Violent crime	<b>1.096*</b>	<b>.106***</b>
	(.052)	(.039)
Property crime	.997	-.002
	(.007)	(.006)

- Dependent variable: Likelihood of adopting Performance Management
  - Two-way fixed effects (years = 14, agencies = 314)
- Control: **Population**, population density, income, employees, non-white

# IMPLEMENTATION

OLS regression results for the use of performance measurement under turbulence in **transportation**.

	Performance Measurement		
	(1)	(2)	(3)
<b>Turbulence</b>		<b>0.235*</b> <b>(0.123)</b>	<b>0.400***</b> <b>(0.110)</b>
Institution Type	-0.082 (0.074)		-0.014 (0.075)
Population Density	0.00008 (0.00005)		0.00006 (0.00005)
Percent Contracted Out	-0.0004 (0.002)		0.0006 (0.002)
Fleet Size	0.002** (0.0005)		0.001** (0.0005)
n	134	160	134
R-square	0.062	0.021	0.124

# IMPACT

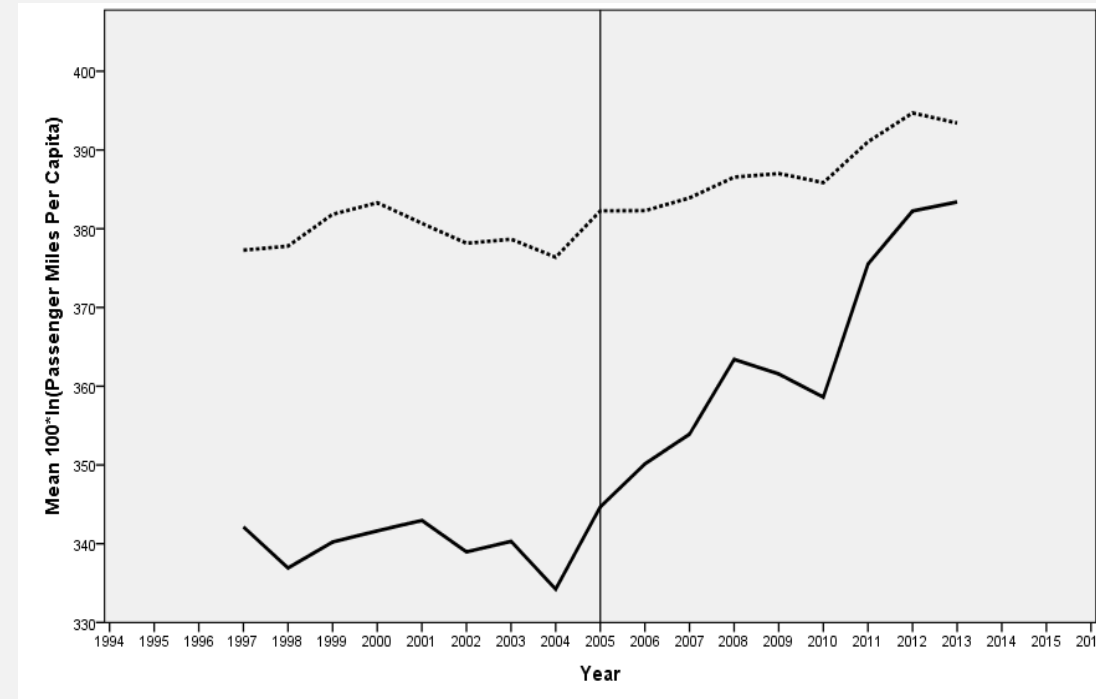
	Violent Crime	Property Crime
<b>Performance Management</b>	<b>-16.960**</b> <b>(8.232)</b>	<b>-108.100**</b> <b>(4.860)</b>
Employee Consultation	18.020* (9.113)	89.440** (36.39)
Performance Reporting	13.070 (9.319)	-2.954 (56.410)
Employee Discretion	-9.599 (6.836)	-71.060 (49.520)
Obs.	300	300
R-squared	.789	.761
Durban-Watson	2.121	1.938

Control: **Population**, population density, income, employees, non-white  
 OLS regression analysis

# IMPACT

$$100 * \ln(Y_{it}) = \beta_0 + \beta_1 Treat_{it} + \beta_2 Post_t + \beta_3 (Treat_{it} * Post_t) + \beta_4 t + \beta_5 \chi_{it} + \lambda_i + \delta_t + \varepsilon_{it}$$

	Revenue Hours per Capita	Revenue Miles per Capita	Unlinked Passenger Trips per Capita	Passenger Miles per Capita	Passenger Miles per Revenue Hour	Passenger Miles per Revenue Mile
Treat*Post	<b>9.533**</b> (3.950)	<b>10.120**</b> (4.157)	<b>11.850**</b> (4.765)	<b>16.480***</b> (6.173)	<b>7.676*</b> (4.647)	6.751 (4.317)



DnD using two-way fixed effects (years = 17, agencies = 598)  
Control: Population density, size, budget

## FUTURE PROJECTS

- Life-Cycle of Performance Management Systems
- Performance Management on Social Justice:
  - Arrest rates by race and age



THANK YOU!