Open Government Portfolio
Public Value Assessment Tool
PVAT
An Overview
Center for Technology in Government

- Our mission is to foster public sector innovation, enhance capability, generate public value, and support good governance.

- We carry out this mission through applied research, knowledge sharing, and collaborative problem solving at the intersection of policy, management, and technology.

- The results generated by each project add to a growing knowledge base designed to support the work of both government professionals and academic researchers.
Research-practice partnerships

Practical Problems of Government

Improvements in Practice

Venues for Research

Practitioner skill and knowledge

Academic skill and knowledge
The question of interest

• Does our open government portfolio, taken as a whole, optimize our resources and capabilities, and maximum public value to all stakeholders?
Why is this question important?

• Significance of openness in our most fundamental ideas of what makes for good government.

• High stakes involved in the many open government agendas in play; stakes in terms of large investments by government and the many political interests that can be affected.

• For most agencies – these expectations are unfamiliar and impose responsibilities that compete for resources within their traditional programs.
Investing in important questions

- NSF “EAGER”
  - Early Action Grant for Exploratory Research
  - Short term seed money to investigate an emerging question.
- Build and test a conceptual model of a practical resource to assist agencies in maximizing the public value created through new open government and citizen services strategies.
- Develop a full research proposal that lays out the research questions surrounding emerging technologies, open government, and citizen services.
The Open Government Portfolio Public Value Assessment Tool (PVAT)

- Partner with GSA
- Gather input from agencies
- Build a public value proof-of-concept tool
- Test paper version with agencies and revise accordingly
- Design basic electronic tool
  - get something out fast
- Gauge interest in full web development.
A portfolio approach

- Each agency responsible for many initiatives
- Initiatives employ many diverse methods to increase openness
- Presents a holistic method to choose projects, set priorities, find an optimal mix of public value.
A public value perspective

• Public value is linked to individual and societal interests and to the institutional forms and actions of government.

• Public value analysis begins with this distinction
  – Instrumental value of government actions and policies that deliver specific benefits directly to individuals, groups, or organizations.
  – Intrinsic value of government as a societal asset.
Stakeholder Interests

- **Efficiency**: Obtaining increased outputs or goal attainment with the same resources, or obtaining the same outputs or goals with lower resource consumption.

- **Effectiveness**: Improvements in the quality and/or quantity of program results or other outputs of government performance.

- **Intrinsic enhancements**: Changes in the environment or circumstances of a stakeholder that are valued for their own sake.

- **Transparency**: Access to information about the actions of government officials or operation of government programs that enhances accountability or influence on government.

- **Participation**: Frequency and intensity of direct citizens involvement in decision making about or operation of government programs or in selection of or actions of officials.

- **Collaboration**: Frequency or duration of activities in which more than one set of stakeholders share responsibility or authority for decisions about operation, policies, or actions of government.
Public Value Types

- **Economic**
  - income, asset values, liabilities, entitlements, risks to these.

- **Political**
  - personal or corporate influence on government & politics.

- **Social**
  - family or community relationships, social mobility, status, identity.

- **Quality of life**
  - security, health, recreation, personal liberty

- **Strategic**
  - economic or political advantage or opportunities, goals, resources for innovation or planning.

- **Ideological**
  - alignment of beliefs, moral or ethical values with government actions or outcomes.

- **Stewardship**
  - public’s view of government officials as faithful stewards.
Open Government Decision Making

Does our open government portfolio, taken as a whole, optimize our resources and capabilities while meeting our mission and delivering maximum public value to all stakeholders?
Initiative Assessment and Portfolio Review

STEP 1
Describe Initiative
Initiative Description:
- Title
- Purpose
- Supporting strategic goals
- Program or policy area
- Tactics

STEP 2
Identify and Prioritize Stakeholders
- Identify a full list of initiative stakeholders
- Prioritize by rating each stakeholder as A, B, or C

STEP 3
Identify and Rate the Public Value
Public Value is expressed in terms of:
- Economic value
- Social Value
- Political Value
- Strategic Value
- Quality of Life Value
- Ideological Value
- Stewardship Value

STEP 4
Identify Mechanisms of Change
- For each stakeholder and each change mechanism describe how the expected value will be produced
Change mechanisms include impacts on:
- Efficiency
- Effectiveness
- Intrinsic Enhancement
- Transparency
- Collaboration
- Participation

STEP 5
Summarize the Public Value Assessments
- Establish a summary assessment for the initiative for each public value type across all the primary stakeholders
- All summary assessments are populated into the Portfolio Review Workbook (Step 6)

STEP 6
Review Open Government Public Value Portfolio
- Review public value assessments across all initiatives to inform decision making.
- Does our open government portfolio, taken as a whole, optimize our resources and capabilities while meeting our mission and delivering maximum public value to all stakeholders?

Initiative One-Five Workbooks
Portfolio Review Workbook

Center for Technology in Government

Albany State University of New York
Using the Tool

<table>
<thead>
<tr>
<th>PREPARATION</th>
<th>ASSESSMENTS</th>
<th>PORTFOLIO REVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting Started Guide</td>
<td>Initiative One Workbook (Steps 1-5)</td>
<td>Portfolio Review Workbook</td>
</tr>
<tr>
<td>Example Workbook</td>
<td>Initiative Two Workbook (Steps 1-5)</td>
<td>(Step 6)</td>
</tr>
<tr>
<td></td>
<td>Initiative Three Workbook (Steps 1-5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Initiative Four Workbook (Steps 1-5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Initiative Five Workbook (Steps 1-5)</td>
<td></td>
</tr>
</tbody>
</table>
Portfolio decision making

- The Portfolio Review Workbook supports decisions about the mix of initiatives in a portfolio and how to adjust the mix of open government initiatives to enhance public value.
Questions of interest

- **By stakeholder group.**
  - Who is impacted by these initiatives?
  - Are some stakeholders getting more value than others?
  - Are there stakeholders not getting any value?
  - Are we serving all the stakeholders we intended to serve?
  - Are we serving our most important constituencies?
  - Are we serving the right combination or mix of stakeholders?

- **By public value type.**
  - Does our portfolio address all of the public value types desired?
  - Are we satisfied with the level of value being provided?
  - Are we satisfied with the balance of value in the portfolio?
  - Are all public value types represented?

- **By agency mission, goals, and capabilities.**
  - Does the review by stakeholder or value show the portfolio as meeting our agency's strategic interests and mission?
  - Are we maximizing our current capabilities in terms of the range of tactics being employed in our portfolio?
  - Is the value created aligned with our agency's mission?
  - Does this set of initiatives achieve the balance of attention to different stakeholders and interests we care about?
  - Is there a balance in types and number of initiatives within programs across the agency?
The central question facing government agencies

• Does our open government portfolio, taken as a whole, optimize our resources and capabilities, and maximum public value to all stakeholders?
To get the PVAT

http://www.ctg.albany.edu/publications/online/pvat/
Open Government Portfolio
Public Value Assessment Tool

Questions?
Contact Meghan Cook
mcook@ctg.albany.edu