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.
Venues for Research

Improvements in Practice

Practical Problems of Government

Research-practice partnerships

Practitioner skill and knowledge

Academic skill and knowledge

Venues for Research

Center for Technology in Government
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.
The Concepts

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**
- Identify the type and level of Public Value the initiative is expected to create for each of the primary stakeholders
- 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?
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/
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Questions?
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