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# Performance Management

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at the federal level of government in Austria

**Michael Kallinger**

[Michael.Kallinger@bka.gv.at](mailto:Michael.Kallinger@bka.gv.at)

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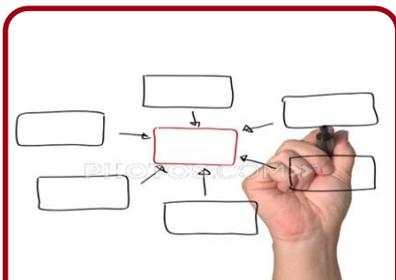
# Overview

## Performance Management

- The Federal Performance Management Office
- Challenges and objectives
- The Austrian Approach to Performance management
- Model of Performance
- Budget and Performance Structure
- Performance Management Cycle
- Budgetary principle of gender equality
- Innovative Aspects and Added value

# The Federal Performance Management Office

## Mission



conceptual  
framework



consultancy &  
training



quality assurance



performance  
reporting

## What was the problem? - Challenges

- Old budget: important management-related information missing – Parliament needs more information for political decisions
- Only input and no output orientation: Who gets how much, instead of what has to be the outcome?
- No long-term, legally binding budget management or long-term preview
- Lack of incentives for economic management of the budget
- Small-sized, non flexible budget structure; lack of transparency
- Bigger Picture missing: What do we want to achieve with the budget?

# The Austrian Approach

## Outcome Orientation

- Managing public administration based on its contribution towards achieving outcomes in society (performance management)

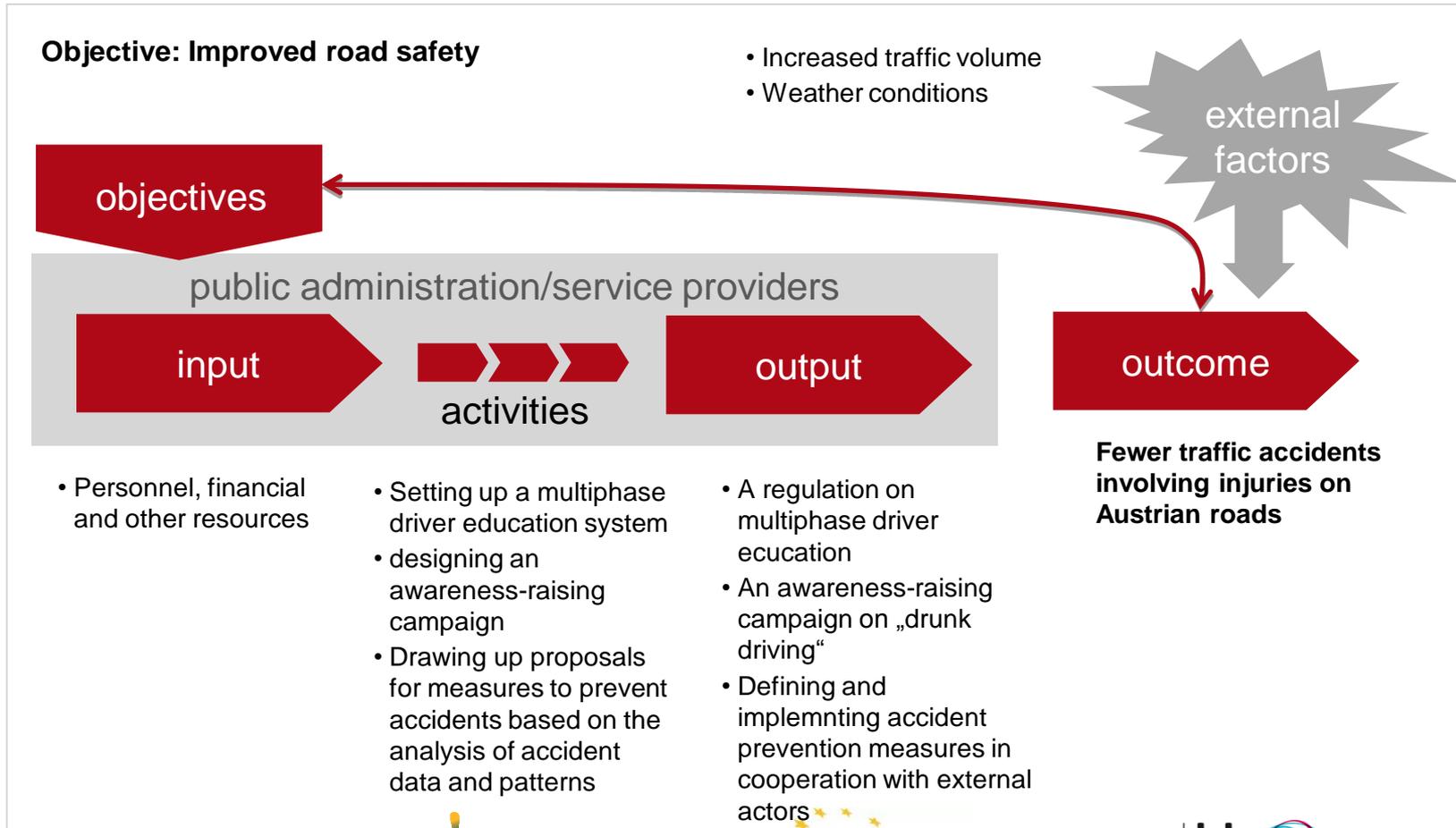
## Key Pillars

- performance management: the budget presents the political goals and objectives, which are measured and reported
- Outcome orientated impact assessment
- Implemented in 2 steps (2009/2013) and laid down in the constitution

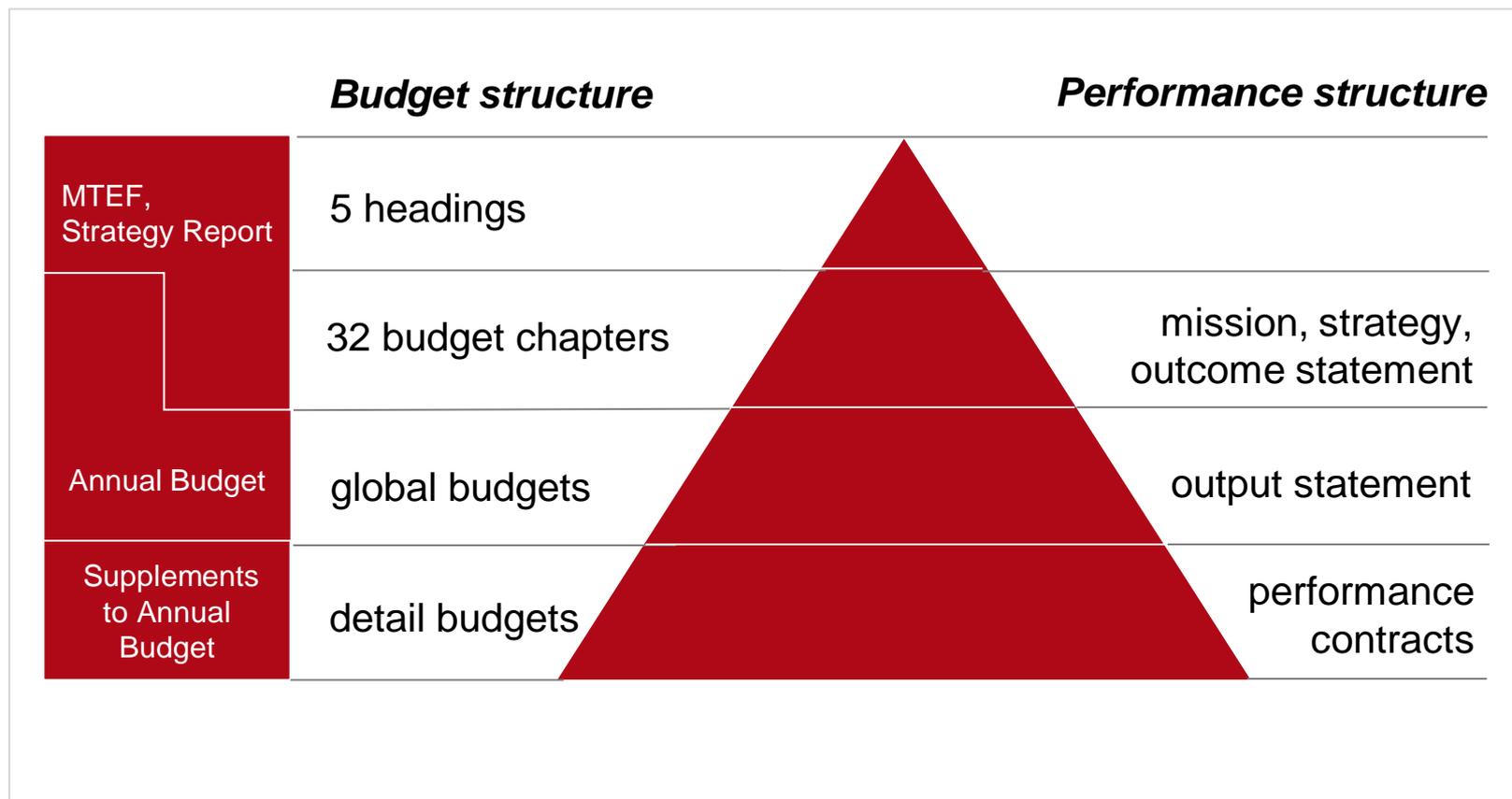
# Objectives

1. To introduce outcome orientation as a guiding principle for public service – change of administrative culture
2. Support priority setting and allocation of resources – a more effective and efficient use of resources
3. Strengthen accountability
4. Establish learning processes
5. Enhance transparency

# Model of Performance



# Budget and performance structure



# Performance management cycle



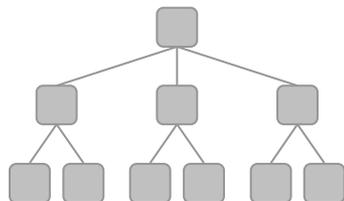
# Outcome orientation as a tool for



... Parliament & the interested public



... government & ministers



... public administration

# Example of Written Parliamentary Questions

REPUBLIC ÖSTERREICH  
Parlament

PARLAMENT AKTIV | PARLAMENT ERKLÄRT | WER IST WER | GEBÄUDE UND FÜHRUNGEN | SERVICE

Anfragen und Beantwortungen

25 Ergebnisse

Aktualisierung	Art	Betreff	Nr.	Status
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 20, 21 und 22 (BMASK) - Frist für die Beantwortung 05.07.2015	4935/U	
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 12 (BMEI) - Frist für die Beantwortung 05.07.2015	4934/U	
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 01 (BMKKV) - Frist für die Beantwortung 05.07.2015	4933/U	
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 10 und UG 32 (BMKKV) - Frist für die Beantwortung 05.07.2015	4932/U	
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 02 (BMKKV) - Frist für die Beantwortung 05.07.2015	4931/U	
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 03 (BMKKV) - Frist für die Beantwortung 05.07.2015	4930/U	
20.05.2015	J	Bericht zur Wirkungsorientierung 2013 zur UG 05 (BMKKV) - Frist für die Beantwortung 05.07.2015	4929/U	

# Budgetary principle of gender equality

- **Constitutional budgetary principle:** outcome orientation including gender equality
- **Integrated approach:** gender equality is to be considered in policy making and management (→ strategy report, annual outcome and output statements, performance mandates)
- Goes beyond simply allocating separate budgets for women and men
- **Integrated gender mainstreaming and budgeting requires**
  - gender analysis
  - identification of challenges
  - definition of objectives (i.e. outcome statements)
  - action to be taken (i.e. output statements)
  - evaluation and reporting (i.e. Annual Federal Performance Report)

# Examples of Outcomes Relating to Gender Equality

- Ministry of Education and Women's Affairs
  - Promoting equality in the educational system (reducing gender, ethnic and socioeconomic inequality)
- Ministry of Science, Research and Economy
  - Facilitating the reconciliation of work and family life
- Ministry of Labour, Social Affairs and Consumer Protection
  - Reintegration of women into the labour market, especially after parental leave
- Ministry of the Interior
  - Better protection against violence, especially violence against women, children and elderly people
- Ministry of Finance
  - Increasing the percentage of women on the supervisory boards of state-owned companies

## Added Value

- Performance Management as a foundation for evidence-based steering and continuous learning
  - Assessment of intended and not-intended outcomes
  - Evaluating decisions of the past for smarter decision-making in the future
- Transparency and legitimacy
  - Presenting significant contributions for solving societal problems
  - Cost-benefit ratio
  - Delivery of political promises
  - Documenting produced results and outcomes

## Innovative Aspects

- webbased database
  - forms the basis for integrated reporting
  - allows easy access and intuitive navigation
- Visualization of the data in spider- und app-style graphs
- Use of QR-Codes
  
- Planned:
  - Standardized machine-readable Open Data
  - Data dashboard

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# Thank you for your attention

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**Michael Kallinger**

[Michael.Kallinger@bka.gv.at](mailto:Michael.Kallinger@bka.gv.at)

**Federal Chancellery**

**Unit III/9**

**Federal Performance Management Office**

**Ballhausplatz 1**

**A-1010 Vienna**

**Tel: +43 1 531 15 - 207140**

[www.bka.gv.at](http://www.bka.gv.at)

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