
Performance Management

at the federal level of government in Austria

Michael Kallinger

Michael.Kallinger@bka.gv.at

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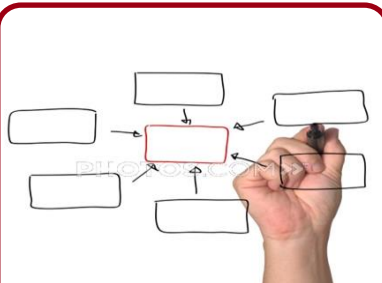
Overview

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)

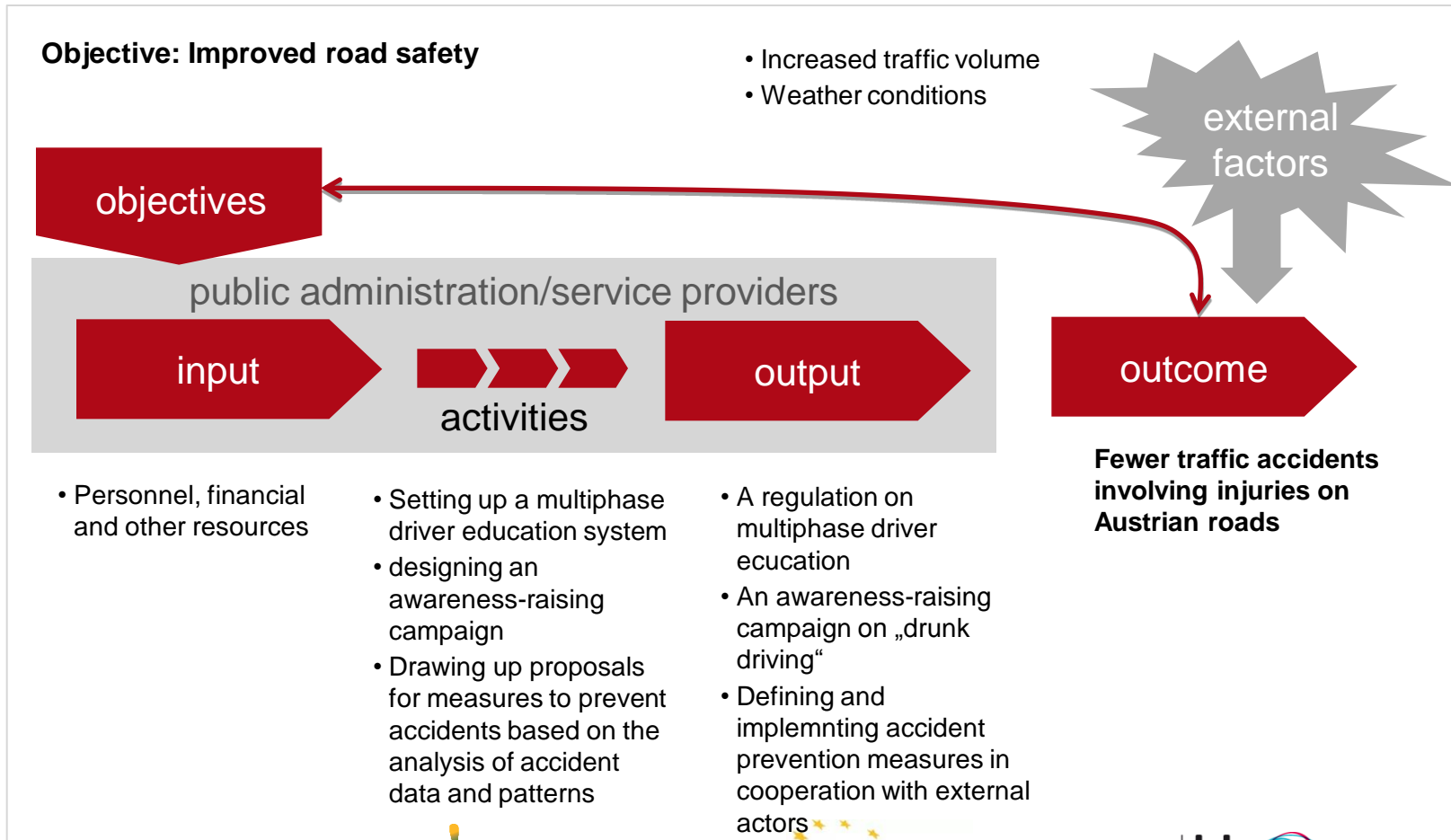
Key Pillars

- 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

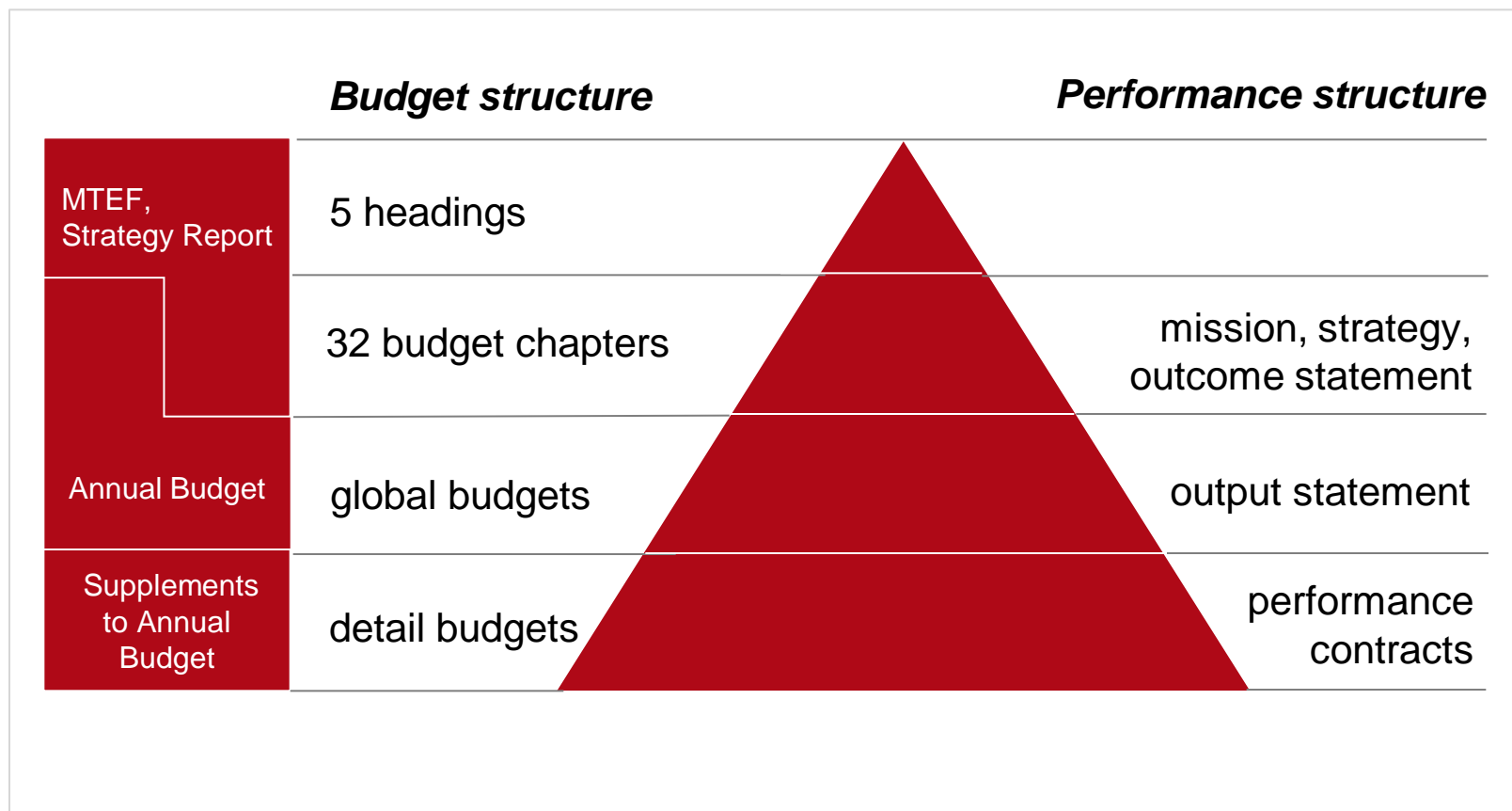
Objectives

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



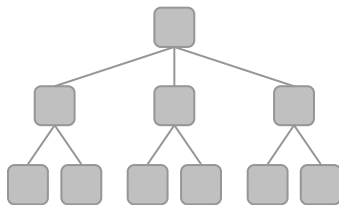
Outcome orientation as a tool for



... Parliament & the
interested public

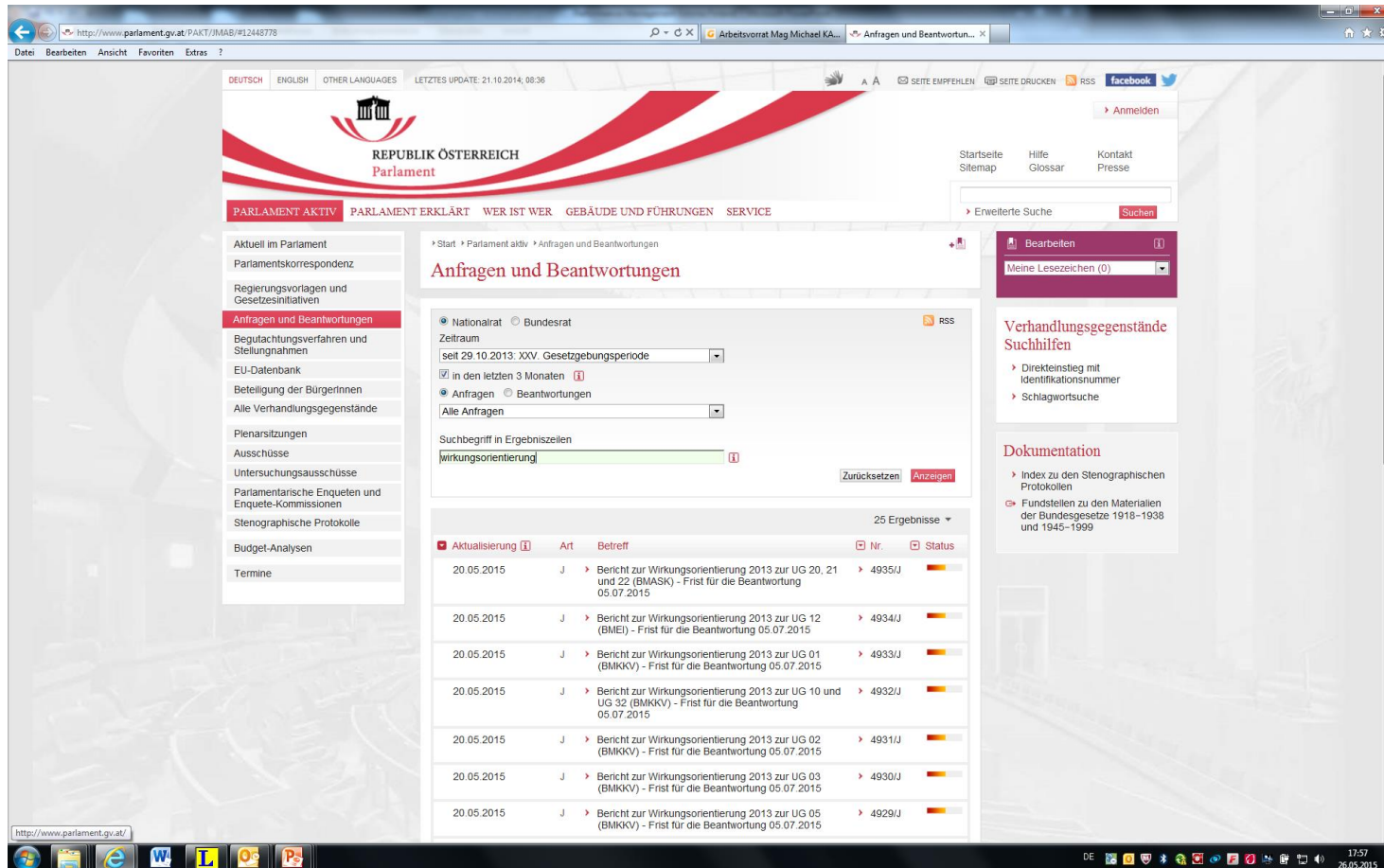


... government & ministers



... public administration

Example of Written Parliamentary Questions



The screenshot shows the website of the Austrian Parliament (Nationalrat and Bundesrat) at <http://www.parlament.gv.at>. The page is titled "Anfragen und Beantwortungen" (Questions and Answers). It features a search bar with filters for "Nationalrat" and "Bundesrat", a date range selector (set to "seit 29.10.2013: XXV. Gesetzgebungsperiode"), and a checkbox for "in den letzten 3 Monaten". The search results are displayed in a table with columns for "Aktualisierung", "Art", "Betreff", "Nr.", and "Status".

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

Thank you for your attention

Michael Kallinger

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

www.oeffentlicherdienst.gv.at