



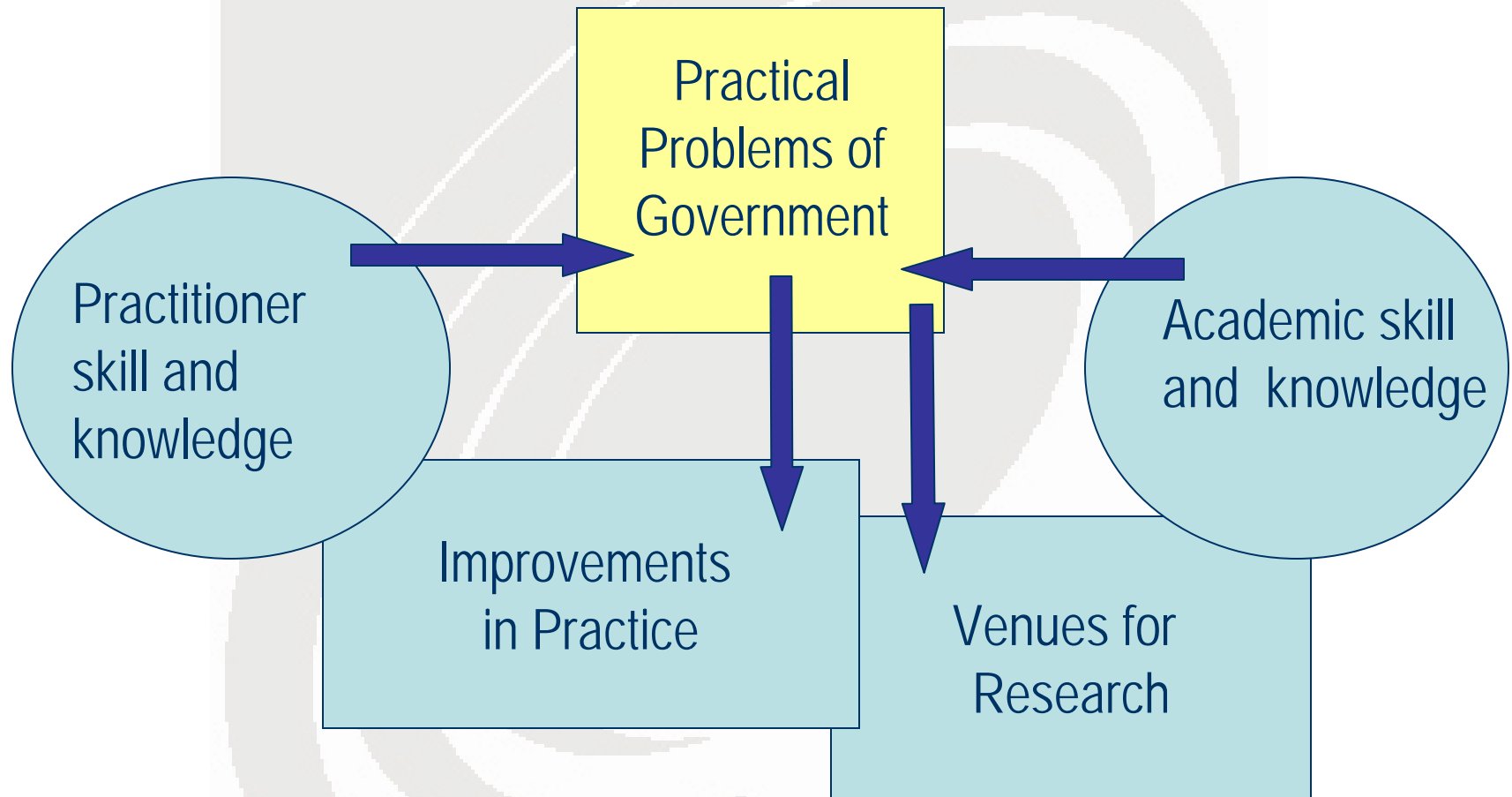
Center for
Technology in Government

**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



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

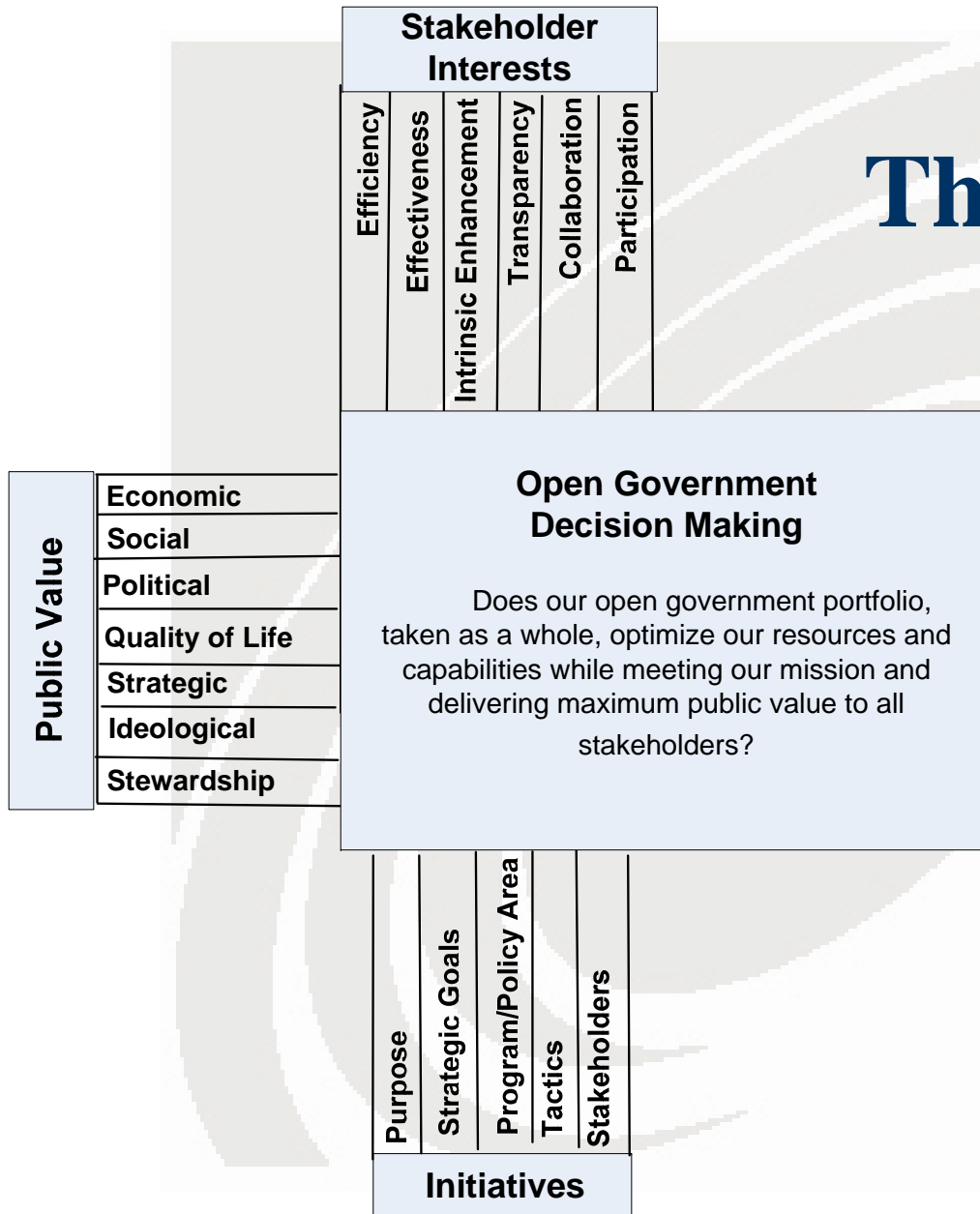
- **Efficiency:**
 - Obtaining increased outputs or goal attainment with the same resources, or obtaining the same outputs or goals with lower resource consumption.
- **Effectiveness**
 - Improvements in the quality and/or quantity of program results or other outputs of government performance.
- **Intrinsic 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

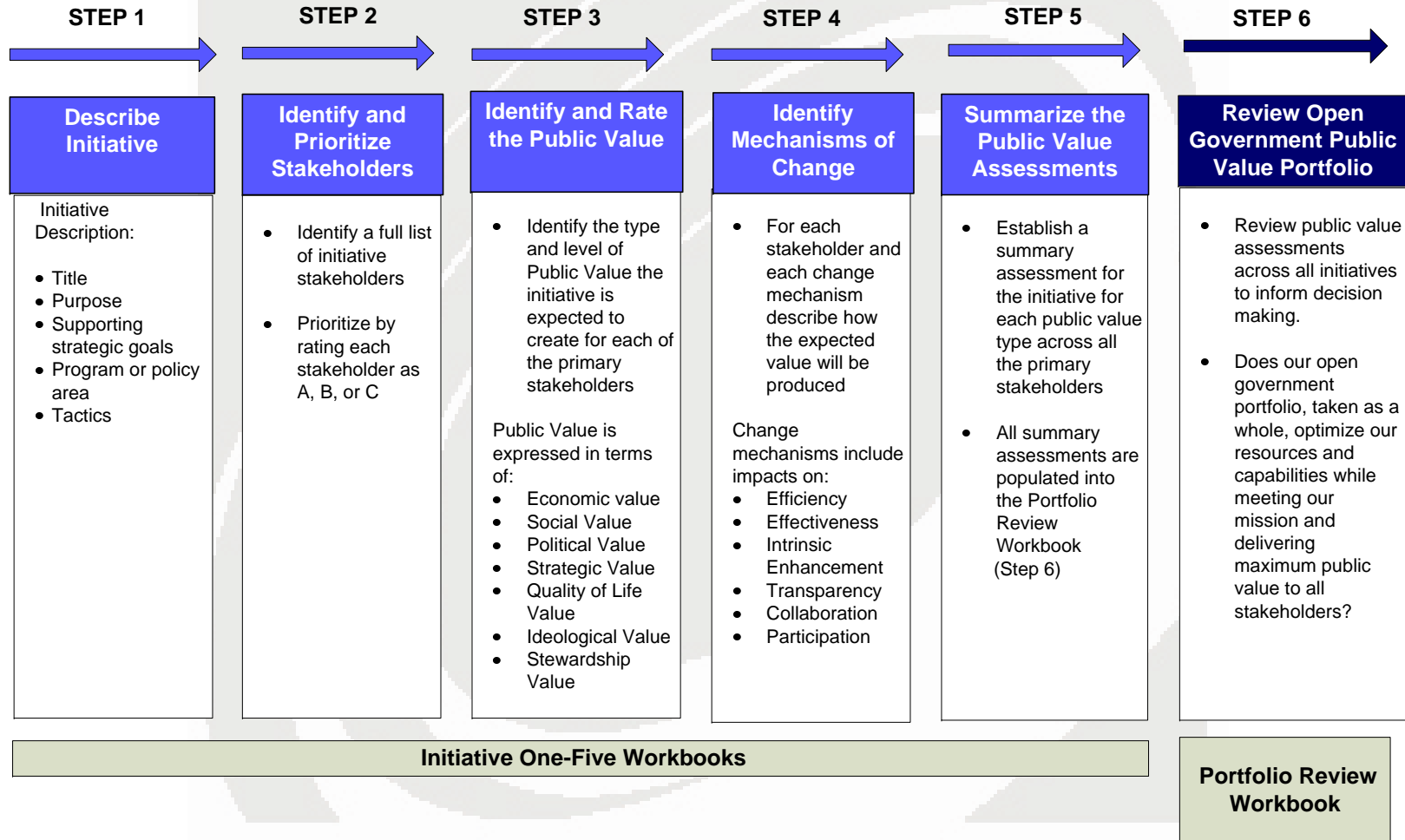
- **Economic**
 - income, asset values, liabilities, entitlements, risks to these.
- **Political**
 - personal or corporate influence on government & politics.
- **Social**
 - family or community relationships, social mobility, status, identity.
- **Quality of life**
 - security, health, recreation, 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



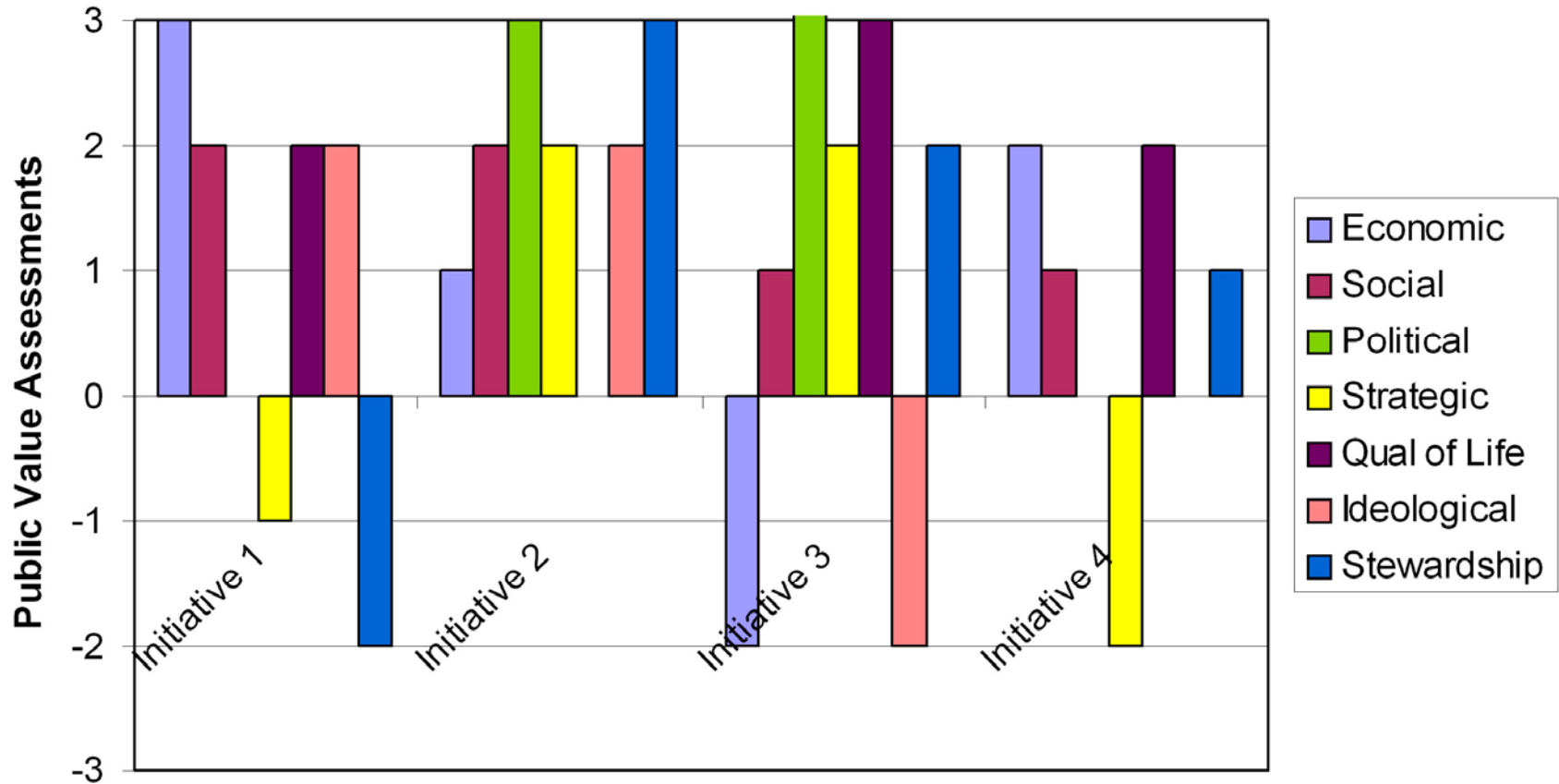
Initiative Assessment and Portfolio Review



Using the Tool

PREPARATION	ASSESSMENTS	PORTFOLIO REVIEW
<p data-bbox="419 479 765 694">Getting Started Guide</p> <p data-bbox="419 749 765 963">Example Workbook</p>	<p data-bbox="834 401 1139 551">Initiative One Workbook (Steps 1-5)</p> <p data-bbox="834 572 1139 722">Initiative Two Workbook (Steps 1-5)</p> <p data-bbox="834 758 1139 908">Initiative Three Workbook (Steps 1-5)</p> <p data-bbox="834 936 1139 1086">Initiative Four Workbook (Steps 1-5)</p> <p data-bbox="834 1115 1139 1265">Initiative Five Workbook (Steps 1-5)</p>	<p data-bbox="1224 579 1514 1065">Portfolio Review Workbook (Step 6)</p>

Portfolio View of Initiatives by Type of Public Value



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/>



**Center for
Technology in Government**

Open Government Portfolio Public Value Assessment Tool

Questions?

**Contact Meghan Cook
mcook@ctg.albany.edu**