

SUBCOMMITTEE ON GAS AND ELECTRIC INFRASTRUCTURE SAFETY  
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IMPROVING SAFETY OVERSIGHT AT THE CALIFORNIA PUBLIC UTILITIES COMMISSION  
NOVEMBER 18, 2013

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### Turnaround Performance Management

- Key question: *How do we create conditions that will foster use - through incentives, leadership, commitment of elected officials, on changing organizational routines?* (Don Moynihan)
  
- Assets as key to strategy: What assets to assist CPUC ?
  
- Performance Management turnarounds in state government:
  - The report of the Performance Measurement Council, October, 2010.
  - Breakdown silos across state department, divisions, and agencies, talking across silos,
  - Share examples- conversations on performance.
  - Examples of similar challenges- Department of Toxic Substance Control under former Acting Director, Maziar Movassaghi and Aaron Robertson
  - Assets inventory in Parks with Denzil Verardo.
  - Protection of critical infrastructure
  
- Performance Management turnarounds in federal government: ARRA
  - Deadlines increase performance
  - Across the cases studies the network formation was new or accelerated
  - Accountability and transparency drive outcomes
  - Streamline contracting procedures to facilitate network performance
  - Identified potential bottlenecks in advance
  - Anticipate, identify and mitigate risk
  - Leverage Internet and database technology
  - Not business as usual
  
- Organizational performance is driven by organizational culture.
  
- The conversations about choosing performance measures matter as much as the metrics chosen- a key insight from Jim Collins' private sector research.
  
- **Conclusion: advance organizational culture through strategy that advances performance management**