wrong. I could care less about how many miles of sewers you clean. What I care about is how many get clogged."

By questioning how his crews measured success, Tanda took the first step toward managing for results. This chapter focuses on how governments align measuring results with getting things done.

Managing for specific results or outcomes

Articulate and measure the results that best meet your purpose

The most basic requirement of managing for results is to measure results that are most important to accomplish. Put another way, be sure your measures meet your purpose. Infrastructure managers need to know the output of work done by maintenance crews, such as the miles of sewers cleaned. But if the measurement focus is too narrow—only on output, for example, and not on desired outcomes or results—the wrong things can he done to maximize that output at the expense of more important results, as happened in San Jose until Wayne Tanda questioned this approach. Then, instead of focusing only on miles of sewers cleaned, they began to measure success differently. Said Tanda, "We would measure how many sewers are clear and not clogged. The bigger the percentage, the better job you are doing…So with that, the miles of sewers actually cleaned using mechanical techniques stayed about the same or decreased. What increased was the use of enzymes to eat grease. What increased was education in the neighborhoods that would typically use a lot of grease in their cooking. What we saw was a better condition, a better outcome." The sewer cleaning strategy in San Jose switched from a goal of racking up a large output of work, to a goal of achieving discernible results—fewer clogged sewers—for the community. Because they articulated and measured their result, they could manage for it, and they changed their strategy to achieve better results for the community.

Managing for results as a performance feedback cycle

The essence of managing for results is to feed back measured performance information into decision making so operations can be adjusted or policies, priorities, or program designs can be changed to improve future measured results.[1] That feedback means that any managing for results process is really a cycle of measurement and assessment of results, planning and decision making, and implementation. The examples in this chapter progress from simple to more complex results management cycles.

San Jose's improved sewer cleaning approach follows the simple cycle in Figure 1. Once they articulated and measured what was most important, they could assess results by analyzing where sewers were clear and where they were clogged with grease. Then they planned a variety of actions to respond differently to varying conditions in different sewers and neighborhoods, unlike their previous one-size-fits-all approach. San Jose's sewer cleaning responses primarily varied geographically, but as noted in Figure 1, for other services an organization's responses to measured results may also vary based on