

AVANÇOS E DESAFIOS NO USO DE BIG DATA NAS POLÍTICAS PÚBLICAS E NA GESTÃO NA CIDADE DE SÃO PAULO

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Por que medir performance?



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Why Measure Performance?

Different Purposes Require Different Measures

Performance measurement is not an end in itself. So why should public managers measure performance? Because they may find such measures helpful in achieving eight specific managerial purposes. As part of their overall management strategy, public managers can use performance measures to evaluate, control, budget, motivate, promote, celebrate, learn, and improve. Unfortunately, no single performance measure is appropriate for all eight purposes. Consequently, public managers should not seek the one magic performance measure. Instead, they need to think seriously about the managerial purposes to which performance measurement might contribute and how they might deploy these measures. Only then can they select measures with the characteristics necessary to help achieve each purpose. Without at least a tentative theory about how performance measures can be employed to foster improvement (which is the core purpose behind the other seven), public managers will be unable to decide what should be measured.

Robert D. Behn
Harvard University

Robert D. Behn is a lecturer at Harvard University's John F. Kennedy School of Government and the faculty chair of its executive program Driving Government Performance. His research focuses on governance, leadership, and performance management. His latest book is Rethinking Democratic Accountability (Brookings Institution, 2001). He believes the most important performance measure is 1918: the last year the Boston Red Sox won the World Series. Email: redsox@ksg.harvard.edu.

- A mensuração de performance não é uma finalidade em si mesma
- Há *(pelo menos)* 8 razões ou objetivos para medir
- Não há medida única para todas as razões ou objetivos
- Diferentes propósitos demandam diferentes medidas
- Pensar o que medir requer pensar por que e para que medir



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Por que medir performance?

Table 1 Eight Purposes that Public Managers Have for Measuring Performance

The purpose	The public manager's question that the performance measure can help answer
Evaluate	How well is my public agency performing?
Control	How can I ensure that my subordinates are doing the right thing?
Budget	On what programs, people, or projects should my agency spend the public's money?
Motivate	How can I motivate line staff, middle managers, nonprofit and for-profit collaborators, stakeholders, and citizens to do the things necessary to improve performance?
Promote	How can I convince political superiors, legislators, stakeholders, journalists, and citizens that my agency is doing a good job?
Celebrate	What accomplishments are worthy of the important organizational ritual of celebrating success?
Learn	Why is what working or not working?
Improve	What exactly should who do differently to improve performance?

Avaliar:
**Quão boa é a performance
do meu ente público?**





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Controlar:
**como posso me assegurar
de que meus subordinados
estejam fazendo a coisa certa?**





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**Planejar o orçamento:
em quais programas,
pessoas ou projetos
meu ente deveria empenhar
os recursos públicos?**





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Motivar:
como posso motivar o agente que atua na ponta, os burocratas e gestores de nível médio, os parceiros de entidades do 3º Setor e do Mercado, os diversos interessados e os cidadãos para fazerem o que é necessário à melhora de performance?





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**Apoiar/ impulsionar:
como posso convencer
superiores em cargos
políticos, legisladores,
públicos interessados,
jornalistas e cidadãos
de que meu ente está
desempenhando um
bom papel?**





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**Comemorar:
que realizações são
dignas de deflagrar
o importante
ritual organizacional
de celebração
do seu sucesso?**





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**Aprender:
por que
o que funciona
está funcionando, ou
o que não funciona
não está
funcionando?**





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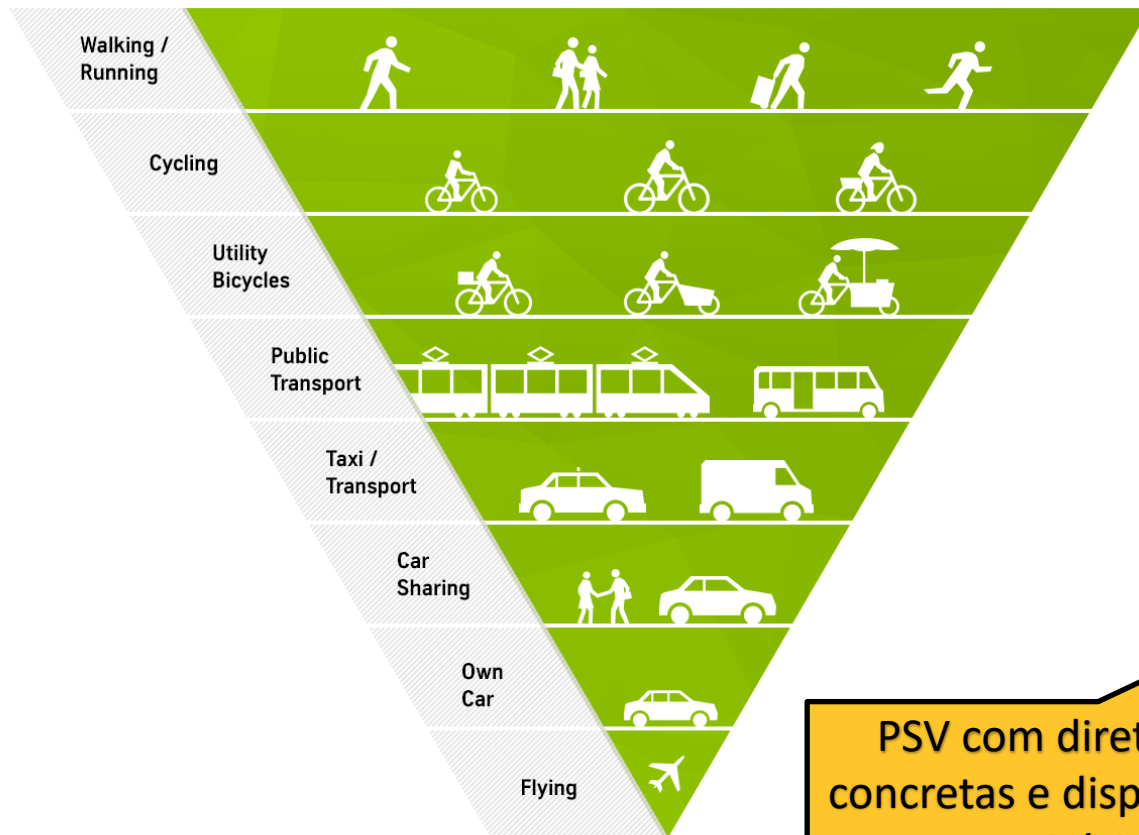
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**Aperfeiçoar:
exatamente o que
pode ser feito
de forma diferente,
ou quem exatamente
deveria fazê-lo,
para melhorar
a performance?**





Parâmetros, aspectos, âmbitos, propósitos



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Diretrizes da PNMU
traduzidas no PlanMob –
escala de prioridades

Essência: **VISÃO ZERO** e
SISTEMAS SEGUROS

SEGURANÇA VIÁRIA
acima de tudo

PSV com diretrizes
concretas e disposições
transitórias



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Parâmetros, aspectos, âmbitos, propósitos



GESTÃO PÚBLICA

REPRESENTAÇÃO
POLÍTICA

POLÍTICAS PÚBLICAS

EFICIÊNCIA

EFETIVIDADE

EFICÁCIA

SUSTENTABILIDADE

AVALIAR

CONTROLAR

PLANEJAR
ORÇAMENTO

MOTIVAR

APOIAR/
IMPULSIONAR

COMEMORAR

APRENDER

APERFEIÇOAR

INSTITUCIONAL E DE
POLÍTICAS PÚBLICAS

JURÍDICOS/
REGULATÓRIOS

TECNOLÓGICOS/
CIÊNCIA DE DADOS



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Desafios...



DESCOBRIR OS
DADOS

FAZER NOVAS
PERGUNTAS

GERENCIAR OS
DADOS

MUDAR CULTURA
SISTEMATICAMENTE

VALORIZAR
GESTÃO

BASEAR EM EVIDÊNCIAS

ANALISAR CRITICAMENTE

TRANSPARÊNCIA ATIVA

ABRIR DADOS

ALINHAR
VALORES

ETC...



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...e potencialidades



SISTEMATIZAR

INTEGRAR

SOFISTICAR
INTELIGÊNCIA

MELHORAR A QUALIDADE
DO DIÁLOGO

ACADEMIA

ENTES DE CONTROLE

MERCADO

OUTROS TOMADORES
DE DECISÃO

GRUPOS DE PRESSÃO

POVO EM GERAL

ACERTAR MAIS!



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Passos dignos de comemoração, hoje:



ABERTURA DE DADOS DOS EQUIPAMENTOS DE FISCALIZAÇÃO DE VELOCIDADE (PORTARIA SMT 186/2018)



CIDADE DE SÃO PAULO

FUNDAÇÃO GETÚLIO VARGAS

BLOOMBERG
INITIATIVE
FOR GLOBAL
ROAD SAFETY



OBRIGADA!

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